URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994.

Agenda Of Personnel & Organization Committee

January 13, 1994-

URBAN/MUNICIPAL
CA4 ON HBC W26
A36
1994

URBAN M
JAN 1994
GOVERNMENT DOCUMENTS

AGENDA

PERSONNEL & ORGANIZATION COMMITTEE

1994 01 13

Confirmation of the minutes of the regular meeting of 1993 12 09.

GENERAL

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — **Pages 1 to 2**
2. (a) Staffing Report — **Page 3**
   (b) Report on Supply Teachers — **Pages 4 to 5**
   (c) Casual Assistance Report
      (i) 1993 Substitute Cleaner Usage — **Page 6**
      (ii) 1993 Casual Budget and Expenditures — **Page 7**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — **Pages 8 to 10**
2. Requests for "Four Over Five" Plan — **Page 11**

Education Centre
100 Main Street West
Hamilton, Ontario
1994 01 13

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

(a) That Paul Pereira (Software Technician, Clerical and Technical Staff), be appointed to the Permanent Staff, effective 1994 01 03, with salary according to the salary schedule. **(Contract Compliance)**

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Brenda Bradt (Caretaker, Caretaking & Maintenance Staff), 1993 12 24 to 1994 06 29
Valerie Jess (Data Entry Operator - Computer Services, Clerical and Technical Staff), 1994 02 21 to 1994 08 26

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Joyce Ferguson, Payroll Supervisor (Administrative Staff) at a previous meeting be changed to 1993 08 09 to 1994 01 28.

Return from Leave of Absence

(a) That the following staff be returned from their Leaves of Absence, effective as shown:

Paula Boothe (Computer Programmer, Clerical and Technical Staff), 1994 01 03
Melanie Mumby (Cleaner, Cleaning Staff), 1993 12 20

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS - Nil

10. OTHERS - Nil

Respectfully submitted,

R. W. Binns.
Superintendent of Human Resources.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS												1993
	1987	1988	1989	1990	1991	1992	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	452.66	452.66	452.66	452.66	452.66	452.66	454.66	454.66	450.66	450.66	450.66	449.66	451.76
					-														
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	60.00	59.00	59.00	59.00	59.00	59.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,659.60	1,659.60	1,659.60	1,659.60	1,660.10	1,660.10	1,660.10	1,660.10	1,637.75	1,637.75	1,637.75	1,637.75	1,641.60
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	861.33	858.67	858.67	858.67	858.67	858.67	858.67	858.67	839.67	839.67	839.67	839.67	838.33
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	100.67	101.33	101.33	101.33	101.33	101.33	101.33	101.33	87.00	87.00	87.00	87.00	90.67
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00	36.00	36.00	36.00	36.00	37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	13.00	13.00	13.00	13.00	14.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	15.33	15.33	15.33	15.33	15.33	15.33	15.33	15.33	12.67	12.67	12.67	12.67	15.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	83.14	83.14	83.28	83.28	83.32	83.32	83.32	83.32	84.39	84.82	85.25	85.25	88.50
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.36	7.36	7.36	7.36	7.36	7.36	7.36	7.36	7.64	7.64	7.64	7.64	7.36
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.71	1.71	1.71	1.71	2.00
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	15.86	15.86	15.86	15.86	15.86	15.86	15.86	15.86	16.82	16.82	17.14	17.14	15.86
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	250.50	250.50	227.00	227.00	227.50	227.50	227.50	227.50	232.17	232.17	232.17	232.17	217.00
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	7.12	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	7.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	331.00	331.00	331.00	326.00	326.00	323.00	319.00	319.00	319.00	313.00	313.00	313.00	336.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	41.55	40.55	40.55	40.55	40.55	40.55	40.55	40.55	36.05	36.05	37.55	37.55	40.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00												4.33	4.33	4.33	4.33	
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,150.12	4,147.12	4,120.76	4,115.76	4,116.80	4,113.80	4,111.80	4,111.80	4,054.98	4,049.41	4,051.66	4,050.66	4,075.08
Number Of Employees				4,805	4861	4,829	4,816	4,813	4,778	4,773	4,774	4,771	4,769	4,769	4,708	4,705	4,707	4,706	4,735
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,491	17,491	17,491	17,491	17,516	17,516			17,877	17,943	18,003	18,003	17,816
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	26,282	26,264	26,146	26,144	26,100	26,073			*26,720	26,746	26,695	26,685	**26,708
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	12,300	12,227	11,874	11,627	11,405	11,258			*12,599	12,068	11,679	11,529	**12,853
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	973	940	880	838	802	798			*910	858	797	771	**962
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	442	448	443	433	430	430			*480	467	467	464	**470
- T. R.	* 243	* 210	* 193	* 178	*160	*167	159	158	164	160	165	165			*166	162	165	164	**159
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	40,156	40,037	39,507	39,202	38,902	38,724			*40,875	40,301	39,803	39,613	**41,152

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources January 5, 1994

REPORT OF SUPPLY TEACHER USAGE - TOTAL TO NOVEMBER 30, 1993

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	18	16.0	174.5	15.0	3.5	19.0			31.0	243.0	327.0	42,923	15,916	58,839
FEBRUARY	19	27.0	333.5	4.5	8.0	10.0	2.5	4.5	110.0	473.0	488.5	67,407	18,293	85,700
MARCH	18	34.0	393.0	20.5	3.0	10.0		1.0	50.0	477.5	367.5	37,771	54,476	92,247
APRIL	19	52.0	389.5	29.5	21.0	24.0	1.0	3.5	27.0	495.5	368.0	49,361	38,627	87,988
MAY	20	145.0	313.0	77.5	19.0	25.0	3.0	10.5	31.0	479.0	559.5	57,107	94,586	151,693
JUNE	18	183.0	258.0	9.0		12.5	0.5	1.0	22.5	303.5	257.0	20,481	77,607	98,088
JULY														
AUGUST														
SEPTEMBER	18	13.0	275.5		4.5	6.0	1.0	5.5	52.5	345.0	171.0	51,616	62	51,678
OCTOBER	20	31.0	315.0	17.5	10.0	28.5	1.0		53.0	425.0	344.5	29,471	67,158	96,629
NOVEMBER	20	36.5	359.5	7.0	16.5	66.0		.5	83.5	533.0	433.5	61,937	74,263	136,200
DECEMBER														
TOTALS		537.5	**2811.5**	**180.5**	**85.5**	**201.0**	**9.0**	**26.5**	**460.5**	**3774.5**	**3316.5**	**418,074**	**440,988**	**859,062**
% Of Total			**74.5**	**4.8**	**2.3**	**5.3**	**0.2**	**0.7**	**12.2**					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20	24.5	1530.0	22.0	12.5	31.0	54.5	3.0	51.0	1704.0	1498.0	216,497	49,889	266,386
FEBRUARY	18	38.0	1419.5	9.5	15.0	36.0	64.0	7.5	63.5	1615.0	1683.0	181,061	124,074	305,135
MARCH	17	14.0	1119.5	6.5	9.0	33.5	64.0	5.0	41.5	1279.0	1201.5	113,202	118,687	231,889
APRIL	20	51.0	1371.5	11.0	34.0	74.0	107.5	13.0	88.5	1699.5	1453.0	191,609	69,531	261,140
MAY	19	103.0	1214.0	19.5	20.0	49.5	55.5	36.5	50.0	1445.0	1461.5	142,956	65,978	208,934
JUNE	20	347.5	1235.5	39.0	7.5	32.0	52.0	9.0	39.0	1414.0	924.0	147,473	103,596	251,069
JULY														
AUGUST														
SEPTEMBER	17	10.0	862.0	15.5	1.0	8.5	21.5	2.0	77.5	988.0	689.0	129,175	1,365	130,540
OCTOBER	20	11.5	1204.0	4.5	.5	39.5	47.5	4.0	57.0	1357.0	1187.5	87,017	83,914	170,931
NOVEMBER	22	16.5	1611.5	5.5	13.5	57.0	51.0	6.0	54.0	1798.5	1948.5	206,670	72,890	279,560
DECEMBER														
TOTALS		616.0	**11567.5**	**133.0**	**113.0**	**361.0**	**517.5**	**86.0**	**522.0**	**13300.0**	**12046.0**	**1,415,660**	**689,924**	**2,105,584**
% Of Total			**87.0**	**1.0**	**0.8**	**2.7**	**3.9**	**0.6**	**3.9**					

REPORT OF SUPPLY TEACHER USAGE - TOTAL TO NOVEMBER 30, 1993

SECONDARY & ELEMENTARY														
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense	1993 % Spent
JANUARY	40.5	1704.5	37.0	16.0	50.0	54.5	3.0	82.0	1947.0	1825.0	259,420	65,805	325,225	
FEBRUARY	65.0	1753.0	14.0	23.0	46.0	66.5	12.0	173.5	2088.0	2171.5	248,468	142,367	390,835	
MARCH	48.0	1512.5	27.0	12.0	43.5	64.0	6.0	91.5	1756.5	1569.0	150,973	173,163	324,136	
APRIL	103.0	1761.0	40.5	55.0	98.0	108.5	16.5	115.5	2195.0	1821.0	240,970	108,158	349,128	
MAY	248.0	1527.0	97.0	39.0	74.5	58.5	47.0	81.0	1924.0	2021.0	200,063	160,564	360,627	
JUNE	530.5	1493.5	48.0	7.5	44.5	52.5	10.0	61.5	1717.5	1181.0	167,954	181,203	349,157	
JULY														
AUGUST														
SEPTEMBER	23.0	1137.5	15.5	5.5	14.5	22.5	7.5	130.0	1333.0	860.0	180,791	1,427	182,218	
OCTOBER	42.5	1519.0	22.0	10.5	68.0	48.5	4.0	110.0	1782.0	1532.0	116,488	151,072	267,560	
NOVEMBER	53.0	1971.0	12.5	30.0	123.0	51.0	6.5	137.5	2331.5	2382.0	268,607	147,153	415,760	
DECEMBER														
TOTALS	1153.5	14379.0	313.5	198.5	562.0	526.5	112.5	982.5	17074.5	15362.5	1,833,734	1,130,912	2,964,646	103.5
% Of Total		84.2	1.8	1.2	3.3	3.1	0.7	5.8						

1993 BUDGET
$2,865,000

REPORT OF SUBSTITUTE CLEANER USAGE - 1993

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
FEBRUARY	20	491	323	66	367	1247	54,440
MARCH	23	625	389	69	455	1538	67,544
APRIL	20	525	411	61	253	1250	58,794
MAY	20	411	412	55	281	1159	49,104
JUNE	22	481	470	48	313	1312	55,792
JULY	21	643	544	68	396	1651	85,278
AUGUST	21	591	512	128	417	1648	94,200
SEPTEMBER	21	592	537	98	450	1677	71,132
OCTOBER	20	560	421	72	515	1568	63,625
NOVEMBER	22	558	383	66	562	1569	62,788
TOTALS		5,477	4,402	731	4,009	14,619	662,697

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
January 5, 1994

1993 CASUAL BUDGET AND EXPENDITURES

	1993 BUDGET	YTD EXPENSE AS OF APRIL 30/93	YTD EXPENSE AS OF JUNE 30/93	YTD EXPENSE AS OF AUG 15/93	YTD EXPENSE AS OF SEPT 30/93	YTD EXPENSE AS OF NOV 30/93	EXPLANATION
Central Depts. & Area Offices							
- Admin. Services	7,400	5,307	9,121	10,040	10,334	16,200	Replacement for illness in Mailroom. Early morning assistance -calling supply tchrs, clerical, E.A.'s
- Computer Services	67,750	28,190	50,286	59,155	64,583	67,066	IIS Project Assistance in Computer Services, Finance and HRD
- Director's Office	4,700	228	747	905	905	1,101	Public Relations - replacement coverage
- Ed Centre (General)	2,000						
- Finance	36,000	3,383	5,083	7,042	7,917	8,853	Warehouse, Payroll, Budget, Purchasing Depts - illness replacement coverage, extra assistance
- Human Resources	22,100	16,120	18,757	22,245	24,339	24,133	Job Descriptions, seniority lists, employ. equity/race relations - extra assistance, illness replacement coverage
- Program Departments	222,160	98,656	149,510	171,251	188,314	224,111	Psych Testing, Kit Services, Christie Conserv. IPRC clerical assistance, Software Technicians (*see note below) Accomodation assistance, Math co-op, Curriculum Clerical assistance, Paikin Library students
- Area 1 Office	13,000	9,617	14,113	17,486	20,858	25,354	Long term illness coverage
- Area 2 Office	5,000	1,905	2,918	3,126	3,126	3,126	Extra Assistance
- Area 3 Office	1,000	1,483	1,517	1,517	1,517	1,517	Extra Assistance
- Area 4 Office	5,000	1,904	2,917	3,127	3,127	3,127	Extra Assistance
- Area 5 Office	1,600	446	682	682	682	682	Extra Assistance
School Services							
- Student Assistance	70,000	16,329	22,159	36,285	47,681	55,149	Textbook and Library Student Assistance
- Elementary School Clerical	86,000	30,364	41,211	43,933	44,273	54,577	Replacement for illness and extra assistance
- Secondary School Clerical	46,000	13,923	24,699	27,343	30,953	40,187	Replacement for illness and extra assistance
- Equipment Repair	22,000	4,601	7,808	9,799	12,376	15,309	Co-op Students
Regular Day School							
- Student Assistance	26,000	6,547	10,889	15,772	16,499	19,420	Science Labs and Tech Shops Student Assistance
Plant Operation	37,000	14	14	14	14	14	Extra assistance
Plant Maintenance	30,500	10,154	7,285	12,428	18,927	24,464	Maintenance Shop - Student Assistance
Other Operating	7,600	1,361	1,770	4,600	5,966	5,966	Community School Clerks, Mohawk Trail Museum
GRAND TOTAL	**$712,810**	**$250,532**	**$371,486**	**$446,750**	**$502,391**	**$590,356**	

*Software Tech. - cost will be offset by perm payroll savings

Prepared by Human Resources
Date: January 5, 1994

Education Centre
100 Main Street West
Hamilton, Ontario
1994 01 13

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS Nil

2. PERMANENT STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Permanent Staff, effective 1994 01 28, with salary according to the salary schedule:

Catherine Erb (E)
Katherine Joynt (S)
Jeffrey Mackness (S)
Darlene McIlveen (S)
Mark Miculan (S)
Kathleen Morris (S)
Anne Simpson (S)
Tara Tandan (S)
Darlene Wall (S)

3. PROMOTIONS

(b) That Maria York be promoted to the position of Guidance Secretary, Hill Park Secondary School - (Level 4, Secondary School Clerical & Secretarial Staff) effective 1994 01 24, with salary according to the salary schedule.

4. INTERNAL APPOINTMENTS Nil

5. TIMETABLE CHANGES

(a) That the timetable of Marjorie Howden be increased from .5 to 1.0, effective 1994 01 03, with salary according to the salary schedule. **(Contract Compliance)**

6. RETIREMENTS

(a) (i) That the resignation of Andrea Robertson, Secondary School Principal, for the purpose of retirement, effective 1994 06 30, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Gerald Gaber (S), 1994 01 28
Beverly Paul (E), 1994 06 30

Melvin Spencer (E), 1994 09 30
Patricia Spencer (E), 1994 10 31

7. LEAVING EMPLOYMENT

(a) That the date for the following teacher to leave the employ of the Board be approved:

Michael Wilmot (E), 1993 12 31

(b) That the date for the following staff to leave the employ of the Board be approved:

Heather Bull (Educational Assistant, Educational Assistant and Lunchroom Assistant Staff), 1993 12 15

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Lynda Bucciero (E), 1994 01 31 to 1994 07 22
Brenda D'Agostino (E), 1994 02 15 to 1994 08 22
Gary Hewitt (E), 1994 01 31 to 1995 01 28
Nancy Holmes (S), 1994 02 01 to 1994 08 01
M. Eleanor Kellam (E), 1994 02 15 to 1994 08 31
Donna Mulligan (S), 1994 01 13 to 1994 08 31

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Karen Bernyak-Bouwman (E), 1994 01 31 to 1994 02 27
Laura Dowling (S), 1994 02 01 to 1994 08 31
George Omorean (S), 1994 01 31 to 1994 08 31
Lee Raso (S), 1994 02 01 to 1994 08 31

(b) That the request of Joanne Castle, Educational Assistant, (Educational and Lunchroom Assistant Staff) for an extension of her Leave of Absence, effective 1993 12 20 to 1994 03 11, be granted.

Return from Leave of Absence

(a) That the following teachers be returned from their Leave of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Jeffrey Mackness (S), 1994 01 01
Susan McBurney-Fowler (S), 1994 01 31
Rose Orta (S), 1994 01 10
Christine Tate (E), 1994 01 01

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Julia Herron (E) at a previous meeting, be changed to 1993 10 18 to 1994 04 15.

(b) That the effective dates of the Leave of Absence granted to Deborah Little, Secretary (Secondary School Clerical & Secretarial Staff) at a previous meeting be changed to 1993 12 27 to 1994 07 01.

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Brenda Bhupsingh (E), 1994 01 03 to 1994 06 29 (.5)
Carmen Bucci (S), 1993 12 06 to further notice
Sonya Gusenbauer (E), 1994 01 03 to 1994 04 29
Patricia Harton-McCord (E), 1993 11 16 to 1993 12 17
Steven Johnston (E), 1993 11 16 to further notice
Biruta Kwapisinski (E), 1993 11 15 to further notice
Margaret Linton (E), 1993 11 17 to further notice
Anne-Marie Murphy (E), 1993 11 23 to further notice
Brian Pipe (E), 1993 11 16 to 1993 12 17
Kimberly Pyper (S), 1994 01 03 to 1994 01 28
Patricia Robertson (E), 1994 01 03 to 1994 06 29 (.5)
Mark Sabourin (E), 1994 01 03 to 1994 06 29
Peter Toth (S), 1993 11 08 to 1994 03 04

10. OTHERS Nil

Respectfully submitted,

R. W. Binns,
Superintendent of Human Resources

REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Steven Dunn (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)
Paul Smith (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)
Leanne Yarwood (S), 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year)

URBAN/MUNICIPAL
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URBAN M...
FEB ... 1994
GOVERNMENT DOCUMENTS

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 02 10

Confirmation of the minutes of the regular meeting of 1994 01 13 and special meeting of 1994 01 20.

GENERAL

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 1 to 2**
2.	Staffing Report	**Page 3**
3.	Report on Supply Teachers	**Pages 4 to 5**
4.	Report on Secondary Enrolment and Class Size	**Pages 6 to 12**
5.	Report on Performance Management System Plan	**Pages 13 to 16**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 17 to 19**

Education Centre
100 Main Street West
Hamilton, Ontario
1994 02 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(a) That the following staff be appointed to the position of Assistant Caretaker (Caretaking and Maintenance Staff), effective 1994 01 24, with wage rate according to the Collective Agreement:

Darlene Christopher
Susan Groulx
Joyce Johnston
Corinne Morrison
Claire Pelletier
Catherine Pilon
Mary Poff
Susan Rogers

(Replacements)

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS - Nil

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Brenda Bradt, Caretaker (Caretaking & Maintenance Staff) at a previous meeting be changed to 1993 12 27 to 1994 07 01.

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS - Nil

10. OTHERS - Nil

Respectfully submitted,

R. W. Binns.
Superintendent of Human Resources.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1993
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66								451.76
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00								59.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95								1,641.60
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67								838.33
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00								90.67
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00								37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00								14.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67								15.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25								88.50
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64								7.36
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71								2.00
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14								15.86
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17								217.00
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12								7.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00								213.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00								336.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55								40.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33								
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,052.86								4,075.08
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706								4,735
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003								17,816
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737								**26,708
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688								**12,853
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755								**962
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468								**470
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161								**159
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809								**41,152

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources February 10, 1994

REPORT OF SUPPLY TEACHE[illegible]SAGE - TOTAL TO DECEMBER 31, 1993

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	18	16.0	174.5	15.0	3.5	19.0			31.0	243.0	327.0	42,923	15,916	58,839
FEBRUARY	19	27.0	333.5	4.5	8.0	10.0	2.5	4.5	110.0	473.0	488.5	67,407	18,293	85,700
MARCH	18	34.0	393.0	20.5	3.0	10.0		1.0	50.0	477.5	367.5	37,771	54,476	92,247
APRIL	19	52.0	389.5	29.5	21.0	24.0	1.0	3.5	27.0	495.5	368.0	49,361	38,627	87,988
MAY	20	145.0	313.0	77.5	19.0	25.0	3.0	10.5	31.0	479.0	559.5	57,107	94,586	151,693
JUNE	18	183.0	258.0	9.0		12.5	0.5	1.0	22.5	303.5	257.0	20,481	77,607	98,088
JULY														
AUGUST														
SEPTEMBER	18	13.0	275.5		4.5	6.0	1.0	5.5	52.5	345.0	171.0	51,616	62	51,678
OCTOBER	20	31.0	315.0	17.5	10.0	28.5	1.0		53.0	425.0	344.5	29,471	67,158	96,629
NOVEMBER	20	36.5	359.5	7.0	16.5	66.0		.5	83.5	533.0	433.5	61,937	74,263	136,200
DECEMBER	13	21.2	223.5	1.0	1.0	20.5		4.5	26.	276.5	349.5	89,728	103,178	192,906
TOTALS		558.7	3035.0	181.5	86.5	221.5	9.0	31.0	486.5	4051.0	3666.0	507,802	544,166	1,051,968
% Of Total			74.9	4.5	2.1	5.5	0.2	0.8	12.0					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20	24.5	1530.0	22.0	12.5	31.0	54.5	3.0	51.0	1704.0	1498.0	216,497	49,889	266,386
FEBRUARY	18	38.0	1419.5	9.5	15.0	36.0	64.0	7.5	63.5	1615.0	1683.0	181,061	124,074	305,135
MARCH	17	14.0	1119.5	6.5	9.0	33.5	64.0	5.0	41.5	1279.0	1201.5	113,202	118,687	231,889
APRIL	20	51.0	1371.5	11.0	34.0	74.0	107.5	13.0	88.5	1699.5	1453.0	191,609	69,531	261,140
MAY	19	103.0	1214.0	19.5	20.0	49.5	55.5	36.5	50.0	1445.0	1461.5	142,956	65,978	208,934
JUNE	20	347.5	1235.5	39.0	7.5	32.0	52.0	9.0	39.0	1414.0	924.0	147,473	103,596	251,069
JULY														
AUGUST														
SEPTEMBER	17	10.0	862.0	15.5	1.0	8.5	21.5	2.0	77.5	988.0	689.0	129,175	1,365	130,540
OCTOBER	20	11.5	1204.0	4.5	.5	39.5	47.5	4.0	57.0	1357.0	1187.5	87,017	83,914	170,931
NOVEMBER	22	16.5	1611.5	5.5	13.5	57.0	51.0	6.0	54.0	1798.5	1948.5	206,670	72,890	279,560
DECEMBER	12	7.5	828.	1.	3.	36.5	41.0	1.0	32.5	943.0	1403.5	310,187	105,864	416,051
TOTALS		623.5	12395.5	134.0	116.0	397.5	558.5	87.0	554.5	14243.0	13449.5	1,725,847	795,788	2,521,635
% Of Total			87.0	0.9	0.8	2.8	3.9	0.6	3.9					

REPORT OF SUPPLY TEACHER USAGE - TOTAL TO DECEMBER 31, 1993

SECONDARY & ELEMENTARY															
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1993 Total Days	1992 Total Days	$ Expense	Long Term Occasional	Total Expense	1993 % Spent
JANUARY	40.5	1704.5	37.0	16.0	50.0	54.5	3.0	82.0	1947.0	1825.0	259,420	65,805	325,225	
FEBRUARY	65.0	1753.0	14.0	23.0	46.0	66.5	12.0	173.5	2088.0	2171.5	248,468	142,367	390,835	
MARCH	48.0	1512.5	27.0	12.0	43.5	64.0	6.0	91.5	1756.5	1569.0	150,973	173,163	324,136	
APRIL	103.0	1761.0	40.5	55.0	98.0	108.5	16.5	115.5	2195.0	1821.0	240,970	108,158	349,128	
MAY	248.0	1527.0	97.0	39.0	74.5	58.5	47.0	81.0	1924.0	2021.0	200,063	160,564	360,627	
JUNE	530.5	1493.5	48.0	7.5	44.5	52.5	10.0	61.5	1717.5	1181.0	167,954	181,203	349,157	
JULY														
AUGUST														
SEPTEMBER	23.0	1137.5	15.5	5.5	14.5	22.5	7.5	130.0	1333.0	860.0	180,791	1,427	182,218	
OCTOBER	42.5	1519.0	22.0	10.5	68.0	48.5	4.0	110.0	1782.0	1532.0	116,488	151,072	267,560	
NOVEMBER	53.0	1971.0	12.5	30.0	123.0	51.0	6.5	137.5	2331.5	2382.0	268,607	147,153	415,760	
DECEMBER	28.7	1051.5	2.0	4.0	57.0	41.0	5.5	58.5	1219.5	1753.0	399,915	209,042	608,957	
TOTALS	1182.2	15430.5	315.5	202.5	619.0	567.5	118.0	1041.0	18294.0	17115.5	2,233,649	1,339,954	3,573,603	124.7
% Of Total		84.3	1.7	1.1	3.4	3.1	0.6	5.7						

1993 BUDGET
$2,865,000

1994 02 10

TO: **Chairman and Members**
Personnel and Organization Committee

FROM: **P. Gillie, Superintendent - Administrative Services**
R. Binns, Superintendent of Human Resources

RE: **Report of Secondary Enrolment and Class Size**

REPORT: **Information**

BACKGROUND:

1. Each month the staffing report details full time equivalent staff count and student enrolment.
2. Once a year a summary of class size is presented. Elementary figures were presented in November.
3. This Report provides a summary of Secondary Enrolment and Class Size.

CLASS SIZE

1 The size of classes are a result of course selections made by students and the loading criteria outlined for classroom teaching component in the Collective Agreement. (Appendix Four)

2 The average class size, overall, is **22.1 in our Composite** Secondary Schools and **17.1 in our Vocational** Secondary Schools. The largest averages in Composite are found in the Advanced Level and the smallest averages are in the Basic Level. The averages in Vocational vary little across all levels. (Appendix Three)

3 In our French Immersion Secondary Program we have, on September 30 1993, 361 students enrolled. The breakdown is Westdale 298 and Sherwood 63.

SCHOOL	GRADE 9	GRADE 10	GRADE 11	GRADE 12	OAC
WESTDALE	104	54	79		61
SHERWOOD	38	25			

ISSUE:

To present for information the Report on Secondary Enrolment and Class Size

RECOMMENDATION

The Report of Secondary Class Sizes be received for information.

ATTACHMENTS :

Appendix One	Enrolment and Forecasts
Appendix Two	Breakdown of Enrolment by Grade
Appendix Three	Summary of Average Class Size and Overview of Distribution
Appendix Four	Secondary Class Size Criteria from the Collective Agreement

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Prepared by: Research and Computer Services
Submitted by: P. Gillie , Superintendent - Administrative Services
Approved by: Senior Management

ENROLMENT FORECASTS FOR SECONDARY COMPOSITE SCHOOLS

SCHOOL	1992-93 H.B.E. OP.CAP.	ACTUAL SEP 30 1991	SEP 30 1992	SEP 30 1993	FORECASTS SEP 30 1994	SEP 30 1995	SEP 30 1996	SEP 30 1997	SEP 30 1998	94 ENRL AS % OF 1992-93 H.B.E, OP CAP
BARTON	1203	1305	1341	1321	1325	1334	1342	1383	1400	110%
DELTA	1479	1066	1148	1123	1113	1096	1079	1079	1065	75%
GLENDALE	1260	1234	1136	1100	1086	1114	1141	1170	1174	86%
HILL PARK*	1272	1189	1226	1191	1253	1290	1342	1380	1371	99%
SCOTT PARK	1238	1105	1032	1047	1034	1052	1063	1079	1079	84%
SHERWOOD*	1387	1196	1095	1063	1062	1130	1188	1213	1219	77%
SIR ALLAN	1502	1313	1334	1209	1123	1084	1063	1011	1016	75%
SIR JOHN	1489	1408	1450	1416	1460	1489	1499	1512	1592	98%
SIR WINSTON*	1198	950	969	907	984	1030	1128	1249	1305	82%
WESTDALE*	1621	1415	1434	1389	1376	1397	1437	1440	1418	85%
WESTMOUNT	1318	770	751	833	830	900	924	955	983	63%
TOTAL	14967	12951	12916	12599	12646	12916	13206	13471	13622	84%
LAWRENCE		14	25							
PHOENIX		35	52							
TOTAL ENG		13000	12993	12599	12646	12916	13206	13471	13622	
G.P.VANIER	760	406	401	480	489	518	516	514	514	64%
CITY TOTAL	15727	13406	13394	13079	13135	13434	13722	13985	14136	
WCBE INCLUDED IN SHER		277	272	240	225	215	210	210	210	

NOTES

(1) *Enrolments and forecasts exclude TR program.

(2) Phoenix and Lawrence were integrated into Westmount and Sir John A. MacDonald in September 1993.

PROGRAM FOR THE TRAINABLE NOT INCLUDED IN ABOVE ENROLMENTS AND FORECASTS

	1991	1992	1993	1994	1995	1996	1997	1998
HILL PARK	18	23	21	18	18	17	18	17
SHERWOOD	5	13	15	15	14	14	15	14
SIR WINSTON	32	31	32	30	30	28	30	28
WESTDALE	10	17	16	13	12	11	12	12
TOTAL	65	84	84	76	74	70	75	71

ISSUED FOR USER VERIFICATION, JANUARY 1994, BY ADMINISTRATIVE SERVICES - RESEARCH
HAMILTON BOARD OF EDUCATION

1994 SECONDARY VOCATIONAL SCHOOL ENROLMENT FORECASTS AND CAPACITIES

ENROLMENT FORECASTS FOR VOCATIONAL SECONDARY SECOOLS

SCHOOL	92-93 H.B.E. CAPACITY	ACTUAL SEP 30 1990	SEP 30 1991	SEP 30 1992	SEP 30 1993	FORECASTS SEP 30 1994	SEP 30 1995	SEP 30 1996	SEP 30 1997
AINSLIE WOOD	464	347	310	266	232	234	233	234	241
CALEDON	281	200	195	189	165	166	165	166	171
CRESTWOOD	330	251	246	251	219	221	220	221	228
PARKVIEW	410	391	362	334	292	294	292	294	303
TOTAL	1485	1189	1113	1040	908	915	910	915	943

NOTES

(1) Caledon capacity excludes Phoenix Alter Ed.

(2) Crestwood capacity excludes Area Two and Area Four offices.

(3) Enrolment forecasts for vocational secondary schools are based on a slight increase in the numbers of students in grades 6, 7, and 8 over the next several years. No impact of the Ministry of Education policy regarding Transitions has been blended into these numbers.

ISSUED FOR USER VERIFICATION, JANUARY 1994, BY ADMINISTRATIVE SERVICES - RESEARCH
HAMILTON BOARD OF EDUCATION

Enrolments by Grade as of September 30th

	Grade 9				Grade 10				Grade 11				Grade 12				OAC				T.R.			
	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91
Barton	304	324	335	322	268	264	236	256	268	280	323	306	341	342	291	256	140	131	120	80				
Delta	312	330	347	342	254	251	238	200	256	269	215	214	247	244	208	198	54	56	57	51				
Glendale	266	232	285	270	212	222	204	252	230	231	270	268	264	328	342	309	128	123	133	102				
Hill Park	328	358	326	298	235	244	241	187	259	271	223	261	287	256	307	245	82	97	92	82	21	23	18	25
Scott Park	286	292	321	311	235	197	218	201	198	268	283	262	265	218	220	170	63	57	63	49				
Sherwood	282	230	227	231	197	188	184	230	259	310	453	402	214	298	241	229	111	69	91	67	15	13	5	4
Sir Allan MacNab	236	307	307	268	270	233	233	255	247	274	286	311	301	326	336	311	155	194	151	144				
Sir John A. Macdonald	352	371	354	372	266	254	273	252	326	382	367	309	336	322	312	296	136	121	102	88				
Sir Winston Churchill	218	247	275	261	211	205	176	191	227	230	251	239	209	229	207	179	42	58	41	57	32	31	32	18
Westdale	363	317	324	295	267	265	246	259	318	375	376	349	271	313	319	270	170	163	150	179	16	17	10	16
Westmount	277	204	217	250	138	159	161	170	164	165	164	199	145	160	157	167	109	63	70	72				
Total - Composite	**3224**	**3212**	**3318**	**3220**	**2553**	**2482**	**2410**	**2453**	**2752**	**3055**	**3211**	**3120**	**2880**	**3036**	**2940**	**2630**	**1190**	**1132**	**1070**	**971**	**84**	**84**	**65**	**63**
Georges P. Vanier	132	138	112	127	118	100	80	81	83	78	91	75	98	114	99	97	49	35	19	20				
Total - including Vanier	**3356**	**3350**	**3430**	**3347**	**2671**	**2582**	**2490**	**2534**	**2835**	**3133**	**3302**	**3195**	**2978**	**3150**	**3039**	**2727**	**1239**	**1167**	**1089**	**991**	**84**	**84**	**65**	**63**
Ainslie Wood	88	105	132	151	60	77	58	75	38	33	57	70	43	52	63	51								
Caledon	65	63	77	71	42	49	34	42	38	38	53	55	46	39	31	32								
Crestwood	88	108	104	118	39	58	56	57	45	36	34	45	29	46	42	31								
Parkview	123	156	164	163	62	70	75	96	44	49	63	78	59	55	56	54								
Total - Vocational	**364**	**432**	**477**	**503**	**203**	**254**	**223**	**270**	**165**	**156**	**207**	**248**	**177**	**192**	**192**	**168**								
Total - All Comp. & Voc	**3720**	**3782**	**3907**	**3850**	**2874**	**2836**	**2713**	**2804**	**3000**	**3289**	**3509**	**3443**	**3155**	**3342**	**3231**	**2895**	**1239**	**1167**	**1089**	**991**	**84**	**84**	**65**	**63**

APPENDIX THREE

COMPOSITE SECONDARY CLASS SIZE SUMMARY

CHART A

SUMMARY OF AVERAGE CLASS SIZES BY SUBJECT AND LEVEL

SUBJECT	BASIC LEVEL	GENERAL LEVEL	ADVANCED LEVEL	DESTREAMED LEVEL	ALL LEVELS COMBINED
Visual Arts	-	21.2	21.4	21.8	21.4
Business	-	21.7	24.1	22.9	22.5
Data	11	-	19.8	20.4	19.2
English	13.3	23.2	24.4	21.6	22.3
Family Studies	14.5	22.9	26.5	18.8	23.7
Geography	-	23	25.5	23.4	24
History	16	22	25	24.2	24.2
Language	-	18.3	20.7	23.2	21.8
Mathematics	13	22.6	23.7	21.6	22.7
Music	-	17.8	19.6	20.0	19.2
Girls P.H. E.	-	21.5	23.1	22.8	22.2
Boys P.H.E.	-	22.2	25.1	22.3	22.4
Science	16	23.3	23.7	21.8	23
Technical	12	16.4	17.2	16.9	16.5
Overall Average	13.5	20.9	23.6	22.1	22.1
G. P. Vanier	4.3	19.4	22.8	20.6	20.9

CHART B

OVERVIEW OF DISTRIBUTION OF CLASS SIZES

	NUMBER OF CLASSES				
CLASS SIZE RANGE	BASIC	GENERAL	ADVANCED	DESTREAMED	ALL LEVELS COMBINED
10 OR LESS	8	65	24	17	114
11 - 20	24	528	351	346	1255
21 - 25	2	481	419	437	1339
26 - 30	-	289	440	235	964
31 - 35	-	30	108	31	169
36 TO 40	-	1	17	1	19
TOTAL	34	1394	1365	1067	3860

APPENDIX THREE

VOCATIONAL SECONDARY CLASS SIZE SUMMARY

CHART A

SUMMARY OF AVERAGE CLASS SIZES BY SUBJECT AND LEVEL

The following summary is for Semester 1 only

SUBJECT	BASIC LEVEL	GENERAL LEVEL	ADVANCED LEVEL	DESTREAMED LEVEL	ALL LEVELS COMBINED
Visual Arts	18.5	16	-	15	17.6
Business	15	18.8	-	16.2	16.8
Data	18.7	-	-	-	18.7
English	17.8	19	-	17	17.7
Family Studies	8	-	-	18	9.4
Geography	19	-	-	19.4	19.3
History	17.3	-	-	-	17.3
Language	-	-	-	18	18
Mathematics	15.6	16	-	16.5	15.9
Music	-	-	-	-	-
Girls P.H. E.	19	-	-	22	20.5
Boys P.H.E.	18.8	-	-	19	18.8
Science	17.5	-	-	17.1	17.2
Technical	17	16.1	-	18.3	17.2
Overall Average	16.9	17.1	-	17.7	17.1

CHART B

OVERVIEW OF DISTRIBUTION OF CLASS SIZES

	NUMBER OF CLASSES				
CLASS SIZE RANGE	BASIC	GENERAL	ADVANCED	DESTREAMED	ALL LEVELS COMBINED
10 OR LESS	8	1	-	0	9
11 - 20	88	14	-	49	151
21 - 25	19	2	-	7	28
26 - 30	-	-	-	1	1
31 - 35	-	-	-	-	-
36 TO 40	-	-	-	-	-
TOTAL	115	17	-	57	189

APPENDIX FOUR

SECONDARY CLASS SIZE CRITERIA

Article 25 of the Secondary School Collective Agreement details criteria for staffing. Within this article are clauses that detail classroom teacher components . They are summarized below.

Collective Agreement Criteria

1. 25.04 - Staffed Annually means as of September 30

2. **Composite Classroom Teacher Components - 25.14**

Advanced Academic Class	26
General Academic Class	24
Basic Academic Class	17
Technical Composite	18
ESL	15
Destreamed	25 (not in Collective Agreement)

Vocational Classroom Teacher Components - 25.25

General Academic	23
Basic Academic	17
Technical	16

3. **Maximum Teaching Load - 25.32**

	Assistant Head and Teacher	Head
English	168	140
Music	156	130
Art	153	127
Science	175	146
Technical	131	109
Family Studies	153	127
Other	185	154

February 10, 1994

To: Personnel and Organization Committee

From: Rick Binns, Superintendent of Human Resources
Jim McCaughey, Program Leader, Staff Development

Re: Performance Management System Plan

Report: Information

BACKGROUND

Consistent with the direction mentioned in the Chair's Inaugural Address and the Director's Entry Plan, the Human Resources Department established a system umbrella committee to develop a co-ordinated and comprehensive plan for a Performance Management System. Research has outlined four enabling conditions that must be present within an organizational environment for a successful Performance Management System. They are

- mutual trust between employees and administrators,
- open channels of communication,
- commitment to individual and institutional learning,
- visibility of evaluation activities and associated learning efforts.

With these conditions as an introduction, the committee drafted a set of Guiding Principles. (Appendix 1) This produced the critical alignment necessary within the committee to carry out the plan outlined below.

PERFORMANCE MANAGEMENT PLAN

Objective:

To develop a Performance Management System for all board employees which features the following components:

1. Guiding Principles
2. Policy Statement
3. Purpose
4. Rationale
5. Content
   - Terminology
   - Goals and Personal Growth Plans
   - Performance Appraisal
6. Organizational Responsibility
7. Appendices
   - Performance Appraisal Instruments for each Group

Strategies and Timelines:

1. Develop an operational model and guidelines for activities through a H.R. planning team. (October 1993)

2. Create an Umbrella Committee composed of the chairs of each employee group for whom an instrument will be developed (initial meeting - November 3, 1993).

3. Develop a generic performance management model at the Umbrella Committee level (October 1993 - March 1994).

4. Develop individual performance appraisal instruments by employee group (February 1994 - June 1994).

5. Pilot field test the performance management system including the appraisal instruments (September 1994 - December 1994).

6. Implement performance management system (March 1995).

7. On-going review of the performance management system.

Outcomes:

1. A policy statement regarding the system's Performance Management System be approved by the Board in the fall of 1994.

2. A published document brought to the P. & O. Committee of the Board in fall of 1994 for piloting and field testing with the system.

3. A published document brought to the P. & O. Committee of the Board in March 1995 for system implementation.

ISSUE

To inform the Board of the current status of the Performance Management System.

RECOMMENDATION

That the plan for the Performance Management System be received for information.

RATIONALE

1. This update of the Performance Management System permits the Board to give critical input to a designated system priority at an early development stage.

APPENDICES

Appendix 1: Guiding Principles
Appendix 2: Committee Members

Draft

APPENDIX 1

GUIDING PRINCIPLES

- A Performance Management System must have measurable outcomes and align plans for individual growth with the goals of the organization.

- Planning for growth is an ongoing process in which the individual and the organization share the responsibility.

- A Performance Management System has fair, clear and consistent expectations which provide support and encouragement for all participants in an atmosphere of trust.

- A Performance Management System acknowledges and values the uniqueness of each individual by recognizing excellence, and identifying areas for growth and leadership.

- A Performance Management System reflects an atmosphere of trust and open communication.

- A Performance Management System measures competence and identifies an individual's level of performance where both the individual and system are accountable.

APPENDIX 2

PERFORMANCE MANAGEMENT SYSTEM

UMBRELLA COMMITTEE MEMBERS

GROUP	CHAIRPERSON(S)	HRD MEMBER(S)
Principal/Vice-Principal	Murray Quinn, Lower City Nancy Nicholls, Mountain	Rick Binns
Secondary Head of Department	Gail Rappolt, Hill Park	Halina Sims
Elementary Teachers	Marilyn Stewart, Hillcrest	Halina Sims
Secondary Teachers	Jon Sims, Westmount	Halina Sims
Coordinators	Elizabeth Bond, Program	Rick Binns Jim McCaughey
Consultants	Frank Cooke, Program	Rick Binns Jim McCaughey
PASS	Paul Shewfelt, Finance	Marilyn Abraham Judith Bell
OPEIU (Secretary & Technician)	Kevan Browne, Westdale	Roberta Zajczenko
OPEIU (Educational Assistants)	Lauren Tindall, Hess	Sylvia Scarrow
OSSTF (O.C.T.U.)	Barbara Haverty, Centennial	Sylvia Scarrow
Adult Education/ Section 27	Bob Leedale, Briarwood	Marilyn Abraham
CUPE (Caretakers & Cleaners)	Jim Lindsay, Fairfield John Moffat, Area 1 Mark Bottrell, Barton	Susan Mawson
CUPE (Maintenance)	Jim Lindsay, Fairfield Hubert Blushke, Plant	Susan Mawson
Lunchroom/Bus Supervisors	John Forbeck, Chedoke	Roberta Zajczenko
Supervisory Officers*	Don Goodridge	Rick Binns
Representatives		
Trustees	Judith Bishop	
Home & School Association	Eva Riis-Culver Laura Newkirk	

*Director's Performance Management Evaluation process co-operatively developed with Trustees and the Director.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 02 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That Paul Gugliano (S) be appointed to the Probationary Staff, effective 1994 02 21, with salary according to the salary schedule. **(Replacement)**

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(a) (i) That Allan Male (E) be seconded to the position of Area Supervisor - Area Four, on a temporary basis, effective 1994 02 21 to 1994 06 30. **(Replacement)**

(ii) That John Forbeck (E) be appointed to the position of Principal of an Elementary School, on a temporary basis, effective 1994 02 21 to 1994 06 30, with salary according to the salary schedule. **(Replacement)**

(iii) That Anne Luxon (E) be appointed to the position of Vice-Principal of an Elementary School, on a temporary basis, effective 1994 02 21 to 1994 06 30, with salary according to the salary schedule. **(Replacement)**

(iv) That Mary Johnson (E) be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1994 02 21, with salary according to the salary schedule. **(Replacement)**

(b) That Patricia Stones be promoted to the position of Secretary, Sir Wilfrid Laurier Elementary School - (Grade 8, Clerical and Technical Staff) effective 1994 01 31, with salary according to the salary schedule. **(Replacement)**

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignation of Marilyn Hinks (E), for the purpose of retirement, effective 1994 06 30, be accepted with regret and the Board's gratuity be paid.

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Lauri Barrette (E), 1994 01 19 to 1994 04 12
Rita Bertoldi (E), 1994 01 01 to 1994 08 31
Catherine Haggerty (S), 1994 03 28 to 1994 08 31
Anna Mori (E), 1994 04 11 to 1994 08 31
Nancy Niessen (E), 1994 01 24 to 1994 09 23
Anne-Marie Scoular-Sacchetti (E), 1994 04 11 to 1994 12 31
Lynsey Sober (S), 1994 03 28 to 1994 08 31
Cynthia Thomas (E), 1994 02 07 to 1994 08 31
R. Kim Watt (E), 1994 03 31 to 1994 08 31

(b) That the request of the following staff for Leaves of Absence, effective as shown, be granted:

Elizabeth Belisario (Speech/Language Pathologist, Professional Student Services Personnel), 1994 04 25 to 1994 10 28
Susan D'Angelo (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 02 28 to 1994 09 02
Janie Jarnevich (Attendance Secretary, Secondary School Clerical & Secretarial Staff), 1994 01 24 to 1994 07 22
Cindy Wolf (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 02 07 to 1994 06 03

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Louise Booth (E), 1994 03 15 to 1994 08 31
Cindy Cosentino (E), 1994 02 14 to 1994 02 18
Frances DiIorio (S), 1994 03 07 to 1994 05 13

(b) That the requests of the following staff for an extension of their Leaves of Absences, effective as shown, be granted:

Terri Whitworth (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 02 01 to 1994 04 29

Return from Leave of Absence

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Marcia Brazel (E), 1994 01 14
Cindy Cosentino (E), 1994 02 21
Frances DiIorio (S), 1994 05 16
Lorraine Finlayson (E), 1994 05 02
Sandra Holmes (S), 1994 01 31

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Michael Bartalos (E), 1993 12 07 to further notice (.5)
Stephen Bell (S), 1994 01 03 to 1994 01 27
Trina Brendon (S), 1994 01 04 to 1994 06 29
Geoffrey Coombs (S), 1993 12 02 to further notice
Joan DiBerardo (E), 1994 01 03 to 1994 01 28 (1.0)
1994 01 31 to further notice (.5)
Elizabeth Feightner (E), 1993 10 14 to further notice (.5)
Blair Ferguson (E), 1993 11 11 to 1993 12 03
Victoria Harrison (S), 1994 01 03 to 1994 02 28
Jennifer Kerr (E), 1994 01 03 to 1994 01 21
Annesia Khan-Yazdani (E), 1994 01 03 to 1994 06 29 (.5)
Emily MacDonald (E), 1993 11 30 to 1994 01 07
Maureen McKenna (E), 1993 12 02 to further notice
Anne-Marie Murphy (E), 1994 01 03 to 1994 06 29 (.8)
Barbara Oakley (E), 1993 12 07 to 1994 01 17
Bryan Pipe (E), 1994 01 03 to further notice
Mark Sabourin (E), 1994 01 31 to 1994 06 29
Lisa Sanelli (E), 1994 01 03 to 1994 06 29
Catherine Schnarr (E), 1994 01 31 to 1994 06 29
Geraldine Sloan (S), 1994 01 31 to further notice
Catherine Stewart (E), 1994 01 10 to 1994 06 30

10. OTHERS

(a) We regret to announce the death of Archibald Campbell, Elementary School Vice-Principal, on 1994 01 25.

Respectfully submitted,

R. W. Binns,
Superintendent of Human Resources

kd

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 03 10

URBAN M.
MAY 1 v 1994
GOVERNMENT DOCUMENTS

Confirmation of the minutes of the regular meeting of 1994 02 10.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Attendance Management Guidelines — **Pages 1 to 12**

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — **Pages 13 to 14**

2. Staffing Report — **Page 15**

3. Report on Supply Teachers — **Pages 16 to 17**

4. Temporary Assistance Report:

   (a) 1993–94 Substitute Cleaner Usage — **Pages 18 to 19**

   (b) 1993 Temporary Assistance Expenditures — **Page 20**

5. Report of the Affirmative Action/Employment Equity Committee — **Page 21**

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

1. Report on Restructuring – Area Offices
   [referred at Special Operations and Finance Committee – 1994 03 02]

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — **Pages 22 to 25**

2. Requests for "Four over Five" Plan — **Page 26**

03 10 1994

TO: The Chairman & Members
Personnel & Organization Committee
Board of Education
Hamilton, Ontario

FROM: Rick Binns,
Superintendent of Human Resources

RE: **ATTENDANCE MANAGEMENT GUIDELINES**

BACKGROUND

In September, 1993, the Board adopted the following policy statement:

"That Attendance Management be considered a commitment of the Board of Education for the City of Hamilton. Although Superintendents will retain final accountability, management of employee attendance should be the responsibility of Principals and Managers. That appropriate in-service and training be provided for all staff as part of the implementation of this policy."

Human Resources Services was assigned the task of developing Attendance Management Guidelines to implement this policy.

ISSUE

To consult with all stakeholder groups (employees and management) during the process of developing Attendance Management Guidelines for the Board.

RECOMMENDATION

1. The Board approve the attached Attendance Management Guidelines as procedures to support the policy.

2. The Public Relations and Human Resources Departments design a process for recognizing exemplary attendance to be included with other school recognition events.

RATIONALE

The Guidelines:

i provide direction and support to Principals/Managers responsible for dealing with attendance issues
ii encourage employees to attend work on a regular basis over an extended period of time
iii recognize those employees who maintain exemplary attendance records
iv promote a positive attitude toward work by supporting employees' efforts to improve attendance
v address the Board's motion of September, 1993

The Board of Education for the City of Hamilton

Attendance Management Guidelines

The purpose of Attendance Management Guidelines is to promote optimum performance resulting in commitment to work, to fellow employees and to the organization. Consistent and equitable practices produce a positive work environment. These guidelines are intended to provide direction and support to employees.

PRINCIPLES

* Each employee plays an important role in every school and department. It is essential that all employees report to work as assigned.

* Employee attendance is directly related to the success of our organizational objective.

* Encouragement and assistance will be provided on an individual basis to achieve this objective.

The mission is to emphasize the importance of good attendance through fair and consistent administrative practices.

GENERAL RESPONSIBILITIES

Employee

1. Maintain an optimum level of attendance.
2. Report all absences in the manner and time described in this document.
3. Provide medical documentation to support absences as required.

Principal/Manager

1. Accountable for staff attendance within assigned school/department.
2. Regularly review and recognize exemplary attendance within assigned school/department.
3. Know and follow the procedures outlined in the Attendance Management Guidelines.
4. Ensure the consistent application of the Attendance Management Guidelines within assigned school/department.

Superintendent

1. Accountable for Principals'/Managers' attendance in assigned Area/Department.
2. Review staff attendance with Principals/Managers.
3. Administer Attendance Management Procedures as required. (May assign this task to designate.)

Director

1. Ensure consistent and equitable application of Staff Attendance Policy.

Human Resources Department

1. Support, through training and consulting, administration of the Attendance Management Procedures.
2. Attend meetings as required through Attendance Management Procedures.

RESPONSIBILITY OF REPORTING AN ABSENCE

Employee

It is the responsibility of the employee to:

a) notify the Principal/Manager, or assigned designate, in accordance with procedures.

b) every effort should be made to contact the Principal/Manager, or assigned designate, prior to the start of the work day/shift. Absences are to be reported prior to the scheduled start of the work day/shift.

c) it is the *employee's responsibility* to provide the Principal/Manager, or assigned designate, with the following information:

* reason for absence
* expected date of return
* status of outstanding work, assignments, etc.

d) employees who fail to report an absence shall be recorded as absent without permission (subject to Progressive Discipline Procedures).

e) employees absent beyond 1 week because of illness or injury shall contact the Principal/Manager, or assigned designate, regularly thereafter to confirm or revise the anticipated length of absence.

f) employees absent beyond 3 consecutive working days* because of illness or injury are required to submit a medical certificate to Principal/Manager upon return to work.
Note: Under extenuating circumstances the Superintendent may require employees to submit a Doctor's certificate for absences of 3 days or less.

* In the case of *OSSTF--Office, Clerical and Technical Unit,* beyond 5 consecutive working days.

Principal/Manager

It is the responsibility of the Principal/Manager, or assigned designate, to:

a) receive calls from absent employees and:

* determine the anticipated length of absence and/or return date
* determine status of outstanding work, assignments, etc.

b) regularly contact the employee and *ascertain the following:*

* does nature of illness prevent performance of duties
* how illness prevents performance of duties
* what can be done to help return to work
* when will employee be medically fit to perform duties
* remind employee of need for medical documentation/certificate beyond third day of absence

c) ensure all absences for all employees, regardless of status, are recorded (including medical documentation/certificate) and forwarded to the **Human Resources or Plant Department**, whichever is appropriate.

d) ensure that all employees are aware of the designate to contact in the event of an absence.

e) monitor and document contact with employees and note any revisions of expected date of return to work.

f) apply the Attendance Management Guidelines in an equitable and consistent manner.

DEFINING ABSENTEEISM

Absenteeism The act "willful or not" of being absent from one's job. Four forms of absenteeism are:

1. ***Illness***
2. ***Approved***
3. ***Absent without Permission***
4. ***Other***

Illness Absences related to illness which are deducted from Sick Leave Account. **(subject to Attendance Management Guidelines)**

Purpose of Sick Leave Plan:

The Board provides each employee with an accumulative sick leave account. The purpose of this plan is to provide full **pay for legitimate absences due to illness.**

Types of absences **not** covered by Attendance Management Guidelines include:

Absent Without Permission Those employees who fail to contact the appropriate supervisor are absent without permission and ***subject to disciplinary action.***

Approved There are some absences to which the employee is entitled to by law or under the terms of the collective agreement. These absences include:

Vacations, Holidays
Compassionate Leave
Witness/Jury Duty
Absent with Permission (ie. personal leave)
Maternal/Parental Leave
Approved Union Business

Other

Suspension
Legal Strike
Temporary Lay-Off
Workers' Compensation/Accommodation

Appointments: **It is expected that requests for time away from a work assignment will be reasonable and mutually agreed upon by both the Principal/Manager and the employee.**

ATTENDANCE MANAGEMENT PROCEDURES

The Steps in Intervention and the Interview Guidelines are the strategies by which Principals and Managers apply Attendance Management Procedures in a consistent and equitable manner. **Using reasonable judgement, individual extenuating circumstances can supercede this process.** Throughout the process, employees and principals/managers will be accountable for decisions regarding attendance.

PRE-INTERVIEW QUERY

Prior to each Step interview, the Principal/Manager will review the circumstances of the employee's absenteeism. **At this point,** in discussion with the employee, the Principal/Manager will determine the course of action. The course of action may involve:

i) advancing to the required Step in the process, or
ii) recording absences for information only.

EMPLOYEE REPRESENTATION

1. Interviews are a communication between the employee and management regarding attendance information and expectations, assistance available, and potential outcomes.

2. Should an employee wish to have [union, federation, Human Resources] a representative present at the interview, he/she may request it for Step 2.

3. In Step 3 and 4 interviews, management will advise the employee to have union/federation representation.

MEDICAL DOCUMENTATION

1. Employees absent beyond 3 consecutive working days* due to illness or injury are required to submit a medical certificate to the Principal/Manager upon return to work.
   Note: Under extenuating circumstances, the Superintendent may require an employee to submit a Doctor's certificate for absences of 3 days or less.

2. As circumstances warrant, the Superintendent may initiate a second medical review to verify the need for use of sick leave.

3. If medical history provided indicates a disability as defined by the Ontario Human Rights Code, refer to Human Resources Services for Accommodation purposes.

---

* In the case of *OSSTF–Office, Clerical and Technical Unit*, beyond 5 consecutive working days.

ATTENDANCE INTERVIEW GUIDELINES

1. Indicate to the employee that there is concern for the employee's health status and the organization wants to assist in fulfilling organizational objectives by meeting attendance requirements. Outline the problem by:

    a) showing the employee a copy of her/his attendance for the past 12 months
    b) stating the organization's need for every employee to be at work each and every day.
    c) problem-solving options with the employee:
        i availability of Employee Assistance Program
        ii individual extenuating circumstances
            - WCB
            - Accommodation
            - Special Needs

2. Identify how the employee's absences affects her/his area/school/department:

    a) morale of fellow employees
    b) effectiveness and productivity of the work group
    c) quality of service to the public

3. Review the Attendance Management Guidelines with employee.

4. ***STRESS THE NEED FOR IMPROVEMENT*** — Make the employee aware that an improvement in attendance is expected.

5. Outline the employee's options:

    a) correct the problem
    b) ask for assistance
    c) do nothing and deal with the potential consequences

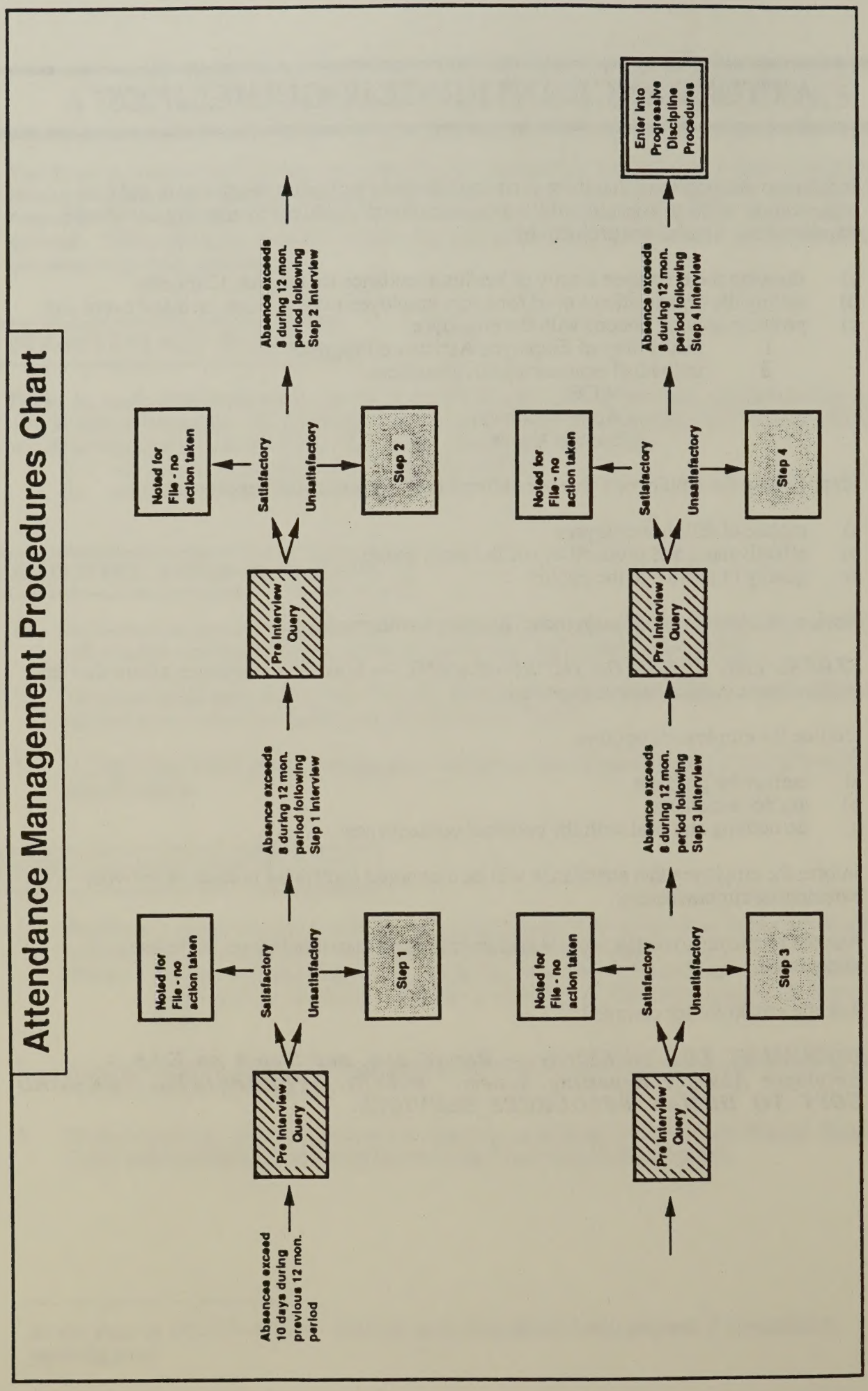
6. Inform the employee that attendance will be monitored (exception in cases of indivual extenuating circumstances).

7. Ask the employee to restate what you have explained to ensure that you have been understood.

8. Ask the employee for comments.

9. ***DOCUMENT THE MEETING — Record date, and Step # on E.I.S. - Employee Absence Reporting System. WHERE APPROPRIATE, FORWARD COPY TO HUMAN RESOURCES SERVICES.***

7/...


Attendance Management Procedures Chart
Absences exceed 10 days during previous 12 mon. period
Pre Interview Query
Satisfactory
Noted for File - no action taken
Unsatisfactory
Step 1
Absence exceeds 8 during 12 mon. period following Step 1 interview
Pre Interview Query
Satisfactory
Noted for File - no action taken
Unsatisfactory
Step 2
Absence exceeds 8 during 12 mon. period following Step 2 interview
Pre Interview Query
Satisfactory
Noted for File - no action taken
Unsatisfactory
Step 3
Absence exceeds 8 during 12 mon. period following Step 3 interview
Pre Interview Query
Satisfactory
Noted for File - no action taken
Unsatisfactory
Step 4
Absence exceeds 8 during 12 mon. period following Step 4 interview
Enter into Progressive Discipline Procedures

ATTENDANCE INTERVIEW PROCEDURES

The intent and purpose of these procedures is to provide on-going information and assistance regarding attendance expectations.

ENTER PROCESS	☞ **Accumulated number of days absent <u>exceeds 10</u> during previous 12 months.**

PROCEED TO NEXT STEP	☞ **Accumulated number of days absent <u>exceeds 8</u> in 12 month period following last interview.**

Where an employee demonstrates improvement in meeting attendance expectations, the Principal/Manager, or assigned designate, will:

a) recognize the employee's improvement; and
b) emphasize the importance of meeting and maintaining attendance expectations.

In the event an employee demonstrates renewed absenteeism, the Principal/Manager, or assigned designate will:

REPEAT STEP	☞ **Accumulated number of days absent <u>exceeds 8</u> in 12 to 24 month period following last interview.**

EXIT PROCESS	☞ **Expectations have been met according to Attendance Management Guidelines (after 24 months).** ☞ **Employee will be subject to Progressive Discipline procedures if expectations have not been met.**

STEPS IN INTERVENTION

The purpose of Steps 1 and 2 is to:

i **inform the employee of the absenteeism problem**
ii **offer assistance to the employee**
- **availability of Employee Assistance Program**
- **individual extenuating circumstances**

iii **advise the employee of the possible outcome if there is no improvement.**

Note: A follow-up meeting will be held, within 4 to 6 weeks after the initial meeting, to review the circumstances and agree on a plan of action to achieve acceptable attendance.

STEP 1	☞ **Accumulated number of days absent <u>exceeds 10</u> during previous 12 months.**

Conducted by: Principal/Manager, or designate

Present: Employee, Principal/Manager, or designate

This meeting will be recorded on the E.I.S. - Employee Absence Reporting System.

STEP 2	☞ **Accumulated number of days absent <u>exceeds 8</u> in 12 month period following Step 1 interview.**

Conducted by: Principal/Manager and designate

Present: Employee, a union representative (if requested by employee)

This meeting will be recorded on the E.I.S. - Employee Absence Reporting System and documented in the employee's file.

STEPS IN INTERVENTION

The purpose of Steps 3 and 4 is to:

i present employee's attendance record to date and remind of previous discussions regarding the necessity of satisfactory attendance
ii explain the seriousness of the situation and stress that improvement must be shown
iii offer assistance
iv advise employee that the Board may require a medical certificate for each day of absence
v state outcomes (see Exit Process)

STEP 3

☞ **Accumulated number of days absent exceeds 8 in 12 month period following Step 2 interview.**

Conducted by: Central Office/School Superintendent or designates

Present: Employee, appropriate Superintendent or designate, a union/federation representative

This meeting will be recorded on the E.I.S. - Employee Absence Reporting System, documented in a letter to the employee and will be recorded in the employee's file in Human Resources with a copy forwarded to union/federation.

STEP 4

☞ **Accumulated number of days absent exceeds 8 in 12 month period following Step 3 interview.**

Conducted by: Central Office/School Superintendent or designate

Present: Employee, appropriate Superintendent or designate, a union/federation representative

This action will be recorded on the E.I.S. - Staff Absence Reporting System, documented in a letter presented to the employee and will be recorded in the employee's file in the Human Resources Department.

Documentation of all actions will be required at each Step, and where appropriate, forwarded to Human Resources Services.

It is the sole right of the Board to manage its affairs in a fair and reasonable manner and not inconsistent with the prevailing statutes and regulations governing employment in the Province of Ontario and the Ontario Education Act.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 03 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

Confirmation

(a) That the following staff be confirmed in the position stated, effective as shown:

Keith Seguin (Electrical Engineer, Administrative Staff), 1994 01 11

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignations of the following staff, for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Douglas Kelterborn (Manager, Property and Insurance, Administrative Staff), 1994 09 30
Cyril Wicks (Caretaker, Caretaking & Maintenance Staff), 1994 06 30
Susan Wilson (Supervisor, Transportation, Administrative Staff), 1994 05 31

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Return from Leave of Absence

(a) That the following staff be returned from a Leave of Absence, effective as shown:

Carol MacDonald (Assistant Caretaker, Caretaking and Maintenance Staff), 1994 02 07

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS - Nil

10. OTHERS - Nil

Respectfully submitted,

Richard W. Binns.
Superintendent of Human Resources.

/dk

OR THE CITY OF HAMILTON

ME EQUIVALENT POSITIONS

	1993 ACTUALS				1994 ACTUALS								1993
F	OCT	NOV	DEC		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
66	450.66	450.66	449.66		449.66	449.16							451.76
00	59.00	59.00	59.00		59.00	59.00							59.00
.75	1,637.75	1,637.75	1,637.75		1,639.95	1,639.95							1,641.60
67	839.67	839.67	839.67		839.67	843.67							838.33
00	87.00	87.00	87.00		87.00	86.00							90.67
00	36.00	36.00	36.00		36.00	38.00							37.00
00	13.00	13.00	13.00		13.00	13.00							14.00
67	12.67	12.67	12.67		12.67	13.33							15.33
39	84.82	85.25	85.25		85.25	85.25							88.50
64	7.64	7.64	7.64		7.64	7.64							7.36
71	1.71	1.71	1.71		1.71	1.71							2.00
82	16.82	17.14	17.14		17.14	17.14							15.86
17	232.17	232.17	232.17		232.17	232.17							217.00
2	4.12	4.12	4.12		4.12	4.12							7.12
00	213.00	213.00	213.00		213.00	213.00							213.00
00	313.00	313.00	313.00		313.00	311.00							336.00
55	36.05	37.55	37.55		37.55	37.55							40.55
3	4.33	4.33	4.33		4.33	4.33							
					0.50	0.50							
98	4,049.41	4,051.66	4,050.66		4,053.36	4,056.52							4,075.08
8	4,705	4,707	4,706		4,706	4,706							4,735
77	17,943	18,003	18,003		18,003	18,003							17,816
20	26,746	26,695	26,685		26,737	26,704							**26,708
99	12,068	11,679	11,529		11,688	11,660							**12,853
0	858	797	771		755	797							**962
0	467	467	464		468	469							**470
66	162	165	164		161	161							**159
55	40,301	39,803	39,613		39,809	39,791							**41,152

mber 30th Enrolment Estimates

Prepared by Human Resources March 10, 1994

Respectfully submitted,

Richard W. Binns.
Superintendent of Human Resources.

/dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1993
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66	449.16							451.76
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00							59.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95	1,639.95							1,641.60
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67	843.67							838.33
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00	86.00							90.67
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00	38.00							37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00							14.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67	13.33							15.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25	85.25							88.50
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64							7.36
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71							2.00
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14	17.14							15.86
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17							217.00
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12							7.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00							213.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00	311.00							336.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55	37.55							40.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33							
- Admin											0.50	0.50							
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,053.36	4,056.52							4,075.08
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706	4,706							4,735
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003	18,003							17,816
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737	26,704							**26,708
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688	11,660							**12,853
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755	797							**962
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468	469							**470
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161	161							**159
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809	39,791							**41,152

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources March 10, 1994

REPORT OF SUPPLY TEACHERS USAGE - TOTAL TO DECEMBER 31, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY														
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
% Of Total			87.7	1.0		5.0	1.2	0.7	4.5					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY														
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
% Of Total			91.2	0.5	0.2	1.8	3.2	0.1	2.9					

REPORT OF SUPPLY TEACHER USAGE - TOTAL TO DECEMBER 31, 1994

SECONDARY & ELEMENTARY														
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5		42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY														
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	12.6
% Of Total		90.8	0.6		2.4	2.8	0.2	3.2						

1994 BUDGET
$3,000,000

REPORT OF SUBSTITUTE CLEANER USAGE - 1993

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
FEBRUARY	20	491	323	66	367	1247	54,440
MARCH	23	625	389	69	455	1538	67,544
APRIL	20	525	411	61	253	1250	58,794
MAY	20	411	412	55	281	1159	49,104
JUNE	22	481	470	48	313	1312	55,792
JULY	21	643	544	68	396	1651	85,278
AUGUST	21	591	512	128	417	1648	94,200
SEPTEMBER	21	592	537	98	450	1677	71,132
OCTOBER	20	560	421	72	515	1568	63,625
NOVEMBER	22	558	383	66	562	1569	62,788
DECEMBER	20	512	313	60	538	1423	56,116
TOTALS		5,989	4,715	791	4,547	16,042	718,813

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
March 10, 1994

REPORT OF SUBSTITUTE CLEANER USAGE - 1994

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
JANUARY	21	565	319	63	393	1340	61,078
FEBRUARY							
MARCH							
APRIL							
MAY							
JUNE							
JULY							
AUGUST							
SEPTEMBER							
OCTOBER							
NOVEMBER							
DECEMBER							
TOTALS		565	319	63	393	1,340	61,078

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
March 10, 1994

1993 TEMPORARY ASSISTANCE EXPENDITURES

	1993 BUDGET	YTD EXPENSE AS OF APRIL 30/93	YTD EXPENSE AS OF JUNE 30/93	YTD EXPENSE AS OF AUG 15/93	YTD EXPENSE AS OF SEPT 30/93	YTD EXPENSE AS OF NOV 30/93	YTD EXPENSE AS OF DEC 31/93	EXPLANATION
Central Depts. & Area Offices								
- Admin. Services	7,400	5,307	9,121	10,040	10,334	16,200	22,715	Replacement for illness in Mailroom & Printing Dept. Early morning assistance calling supply tchrs, clerical, E.A.'s
- Computer Services	67,750	28,190	50,286	59,155	64,583	67,066	70,393	IIS Project Assistance in Computer Services, Finance and HRD
- Director's Office	4,700	228	747	905	905	1,101	3,219	Public Relations - replacement coverage. French Language Minutes.
- Ed Centre (General)	2,000							
- Finance	36,000	3,383	5,083	7,042	7,917	8,853	9,766	Warehouse, Payroll, Budget, Purchasing Depts - illness replacement coverage, extra assistance
- Human Resources	22,100	16,120	18,757	22,245	24,339	24,133	26,205	Job Descriptions, seniority lists, employ. equity/race relations - extra assistance, illness replacement coverage
- Program Departments	222,160	98,656	149,510	171,251	188,314	224,111	258,231	Psych Testing, Kit Services, Christie Conserv. IPRC clerical assistance, Software Technicians (*see note below; Accomodation assistance, Math co-op, Curriculum Clerical assistance, Paikin Library students
- Area 1 Office	13,000	9,617	14,113	17,486	20,858	25,354	29,850	Long term illness coverage
- Area 2 Office	5,000	1,905	2,918	3,126	3,126	3,126	3,126	Extra Assistance
- Area 3 Office	1,000	1,483	1,517	1,517	1,517	1,517	1,517	Extra Assistance
- Area 4 Office	5,000	1,904	2,917	3,127	3,127	3,127	3,127	Extra Assistance
- Area 5 Office	1,600	446	682	682	682	682	682	Extra Assistance
School Services								
- Student Assistance	70,000	16,329	22,159	36,285	47,681	55,149	60,936	Textbook and Library Student Assistance
- Elementary School Clerical	86,000	30,364	41,211	43,933	44,273	54,577	65,547	Replacement for illness and extra assistance
- Secondary School Clerical	46,000	13,923	24,699	27,343	30,953	40,187	51,389	Replacement for illness and extra assistance
- Equipment Repair	22,000	4,601	7,808	9,799	12,376	15,309	17,986	Co-op Students
Regular Day School								
- Student Assistance	26,000	6,547	10,889	15,772	16,499	19,420	21,848	Science Labs and Tech Shops Student Assistance
Plant Operation	37,000	14	14	14	14	14	14	Extra assistance
Plant Maintenance	30,500	10,154	7,285	12,428	18,927	24,464	28,938	Maintenance Shop - Temporary Assistance
Other Operating	7,600	1,361	1,770	4,600	5,966	5,966	5,966	Community School Clerks, Mohawk Trail Museum
GRAND TOTAL	$712,810	$250,532	$371,486	$446,750	$502,391	$590,356	$681,455	

*Software Tech. - cost will be offset by perm payroll savings

Prepared by Human Resources
Date: March 10, 1994

REPORT OF THE AFFIRMATIVE ACTION/EMPLOYMENT EQUITY COMMITTEE

Present: Trustees Johnston (Chairman), Bishop, Orban, Rodgerson and Allen.

Also Present: Trustees Mulholland and Stewart, G. Boyce (Teacher), M. Bowman (H.S.S.P.C), N. Martin (O.P.S.T.F.) and L. Tindall (H.W.T.A.)

Officials Present: R. Binns (Superintendent of Human Resources)
I. Sushko (Equity Co-ordinator).

The Committee recommends:

GENERAL

1. That the Report regarding the Employment Equity Act 1993 (Bill 79) be received for information and that Administration proceed with the necessary planning.

Respectfully submitted

J. JOHNSTON
Chairman

Committee Room
1994 02 15

Education Centre
100 Main Street West
Hamilton, Ontario
1994 03 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. *PROBATIONARY STAFF APPOINTMENTS* - Nil

2. *PERMANENT STAFF APPOINTMENTS*

(a) That Donna Fortman (E) be transferred to the Permanent Staff, effective 1994 04 19, with salary according to the salary schedule.

3. *PROMOTIONS* - Nil

4. *INTERNAL APPOINTMENTS* - Nil

5. *TIMETABLE CHANGES* - Nil

6. *RETIREMENTS*

(a) That the resignations of the following teachers, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid:

Dorothy O'Halloran (E)
Evelyn Thompson (E)
Laura M. M. Walker (E)
Frances Warden (S)

(b) That the resignation of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Damaris Pizzolante (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 06 30

7. *LEAVING EMPLOYMENT*

(a) That the date of 1994 08 31, for the following teachers to leave the employ of the Board be approved:

Patricia Adam (E)
Bruce Adams (E)
Marlo Amy (E)
David Hewitt (E)
Nancy Hill (E)
Jennifer Holmes-Dziuba (E)

Tracey Austin (S)
Terrence Beaupre (S)
Rosali Benvenga (E)
Lorenzo Binotto (S)
Katherine Black (E)
Annette Bodo (E)
Edward Bohn (S)
Virginia Brisbin (S) - Section 27
Lisa Brown (E)
Carmen Bucci (S)
Robert Bukvic (S)
Dina Cadete (E)
Stewart Cameron (E)
Cynthia Campanella (E)
Kawong Chung-Shipman (E)
Bruce Cooke (S)
Alisa Cousins (E)
Leslie Cramer (S)
Sharon Crechiola (E)
Daniel Davison (S)
Jyoti de Haan (S)
Sandra Della Maestra (S)
Rita DiCenzo (S)
Sandra DiFelice (E)
Maria Dlugolecki (S)
Leslie Downie (E)
Caryl Durst (S)
Jeannine Falasca (S)
Jacqueline Farrington (E)
Michelle Fawcett (E)
Richard Gallo (S) -- Section 27
William Gemmill (E)
Michelle Gould (E)
Paul Guagliano (S)
Krista Gugenberger (E)
Tony Guther (S)
Dorothy Haartman (E)
Mark Hadala (E)
Denise Hagger (S)
Virginia Hewick (E)
Donna Hudzieczko (E)
Susan Ingram (S)
Michelle Jacobus (S)
Constance Jain (E)
Jacqueline Johnson (E)
Victoria Kudrenski (S)
Sonia Lacentra (E)
Sandra LaMantia (E)
Jeannine MacIsaac (S)
Deborah McAlpine (S)
Barbara McIlveen (S) -- Section 27
John Mezzavilla (S)
Angela Middaugh (S)
Heather Moffat (S)
Cherylin Moses (E)
Mark Moses (E)
Karen Must (E)
David Ormerod (S)
Heinz Plessl (S)
Carl Prentice (S)
Athanasia Psarakis (E)
Ruth Purdy (S)
Karen Putman (E)
Maureen Reid (E)
Bradley Rogers (E)
Nadine Sands (E)
Alison Sawatzky (E)
Mark Simpson (E)
Carol Sindall (E)
Rebecca Southern (S)
Mark Spera (S)
Pauline Stavnitzky (S)
Tina Sturgess (E)
Pamela Toppan (E)
Steven Toth (S)
Kathryn Tuite (E)
Wendy VandenBurg (E)
Baeta Vertes (S)
Tracy Weber (E)

47 Elementary Terminations
38 Secondary Terminations
85 Total Terminations

(b) That the date for the following staff to leave the employ of the Board be approved:

Joanne Jameus (Second Secretary, Elementary School, Clerical and Technical Staff), 1994 01 15

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Biljana Arsovic Filice (E), 1994 04 18 to 1994 11 30
Assunta Consoli (S), 1994 05 02 to 1995 01 27
Jean Hughes (S), 1993 06 13
Debora Ligas (E), 1994 04 05 to 1994 08 31

Leaves of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Debbie Turner, Receptionist/Clerk Typist - Area 2 (Clerical and Technical Staff) at a previous meeting be changed to 1993 09 06 to 1994 03 11.

Leave Extension

(a) That the request of Thomas Leavitt (S) for an extension of his Leave of Absence, effective 1994 09 01 to 1995 08 31, be granted.

(b) That the request of Joanne Castle, Educational Assistant, Educational and Lunchroom Assistant Staff for an extension of her Leave of Absence, effective 1994 03 23 to 1994 09 05, be granted.

Secondment

(a) That the request of the Ministry of Agriculture and Food for an extension of the secondment of Bruce Quinn (E), for the position of Agriculture in the Classroom Consultant, effective 1994 09 01 to 1995 08 31, be approved.

Return from Leave of Absence

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Karen Bernayk-Bouwman (E), 1994 02 28
Karen Brejak (E), 1994 01 01
Rudolf Brejak (E), 1994 01 01
Lisa Clarke (E), 1994 06 30 (.5)
Brenda D'Agostino (E), 1994 09 01
Robert McManus (E), 1994 09 01
Alison Montgomery (E), 1994 09 01 (.5)
Donna Mulligan (S), 1994 09 01
Alan Scott (E), 1994 09 01
Rhonda Scott (E), 1994 09 01
Helen Senson-D'Addario (E), 1994 04 11
Paula Walker (E), 1994 02 07

(b) That the following staff be returned from a Leave of Absence, effective as shown:

Anna Rivida DiFazio (Speech Pathologist, Professional Student Services Personnel), 1994 02 07

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Brenda D'Agostino (E) at a previous meeting be changed to 1994 02 03 to 1994 08 31.

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Sharon Aragian (E), 1994 01 24 to 1994 03 09
Barbara Brawn (E), 1994 01 03 to further notice
Jennifer Clayton (E), 1994 01 24 to further notice
Michelle Crowley (E), 1994 02 15 to further notice
Helen Donohoe (E), 1994 01 03 to 1994 06 29 (.5)
Maureen Dwyer (S), 1994 02 01 to 1994 03 29
Maureen Eitel (E), 1994 01 17 to 1994 03 10
Blaine Gallant (E), 1994 01 31 to further notice
Andrea Hart (E), 1994 01 20 to 1994 02 11
Steven Johnston (E), 1994 02 02 to further notice
Teresa Katerberg (E), 1994 01 21 to further notice
Judith Lee (S), 1994 01 03 to 1994 01 24
Nancy McDivitt (S), 1994 02 03 to 1994 02 25
Carol Minne (E), 1994 01 31 to 1994 06 29
Anita Mohar (E), 1994 02 03 to 1994 06 29
Graham Muir (S), 1994 02 01 to further notice
Laura Smith (E), 1994 01 19 to 1994 04 13 (.5)
Brenda Southward (E), 1994 02 09 to further notice
Paul Szczry (E), 1994 01 31 to 1994 06 29
Kathryn Tuite (E), 1994 02 01 to further notice (.5)
Catherine Webster (E), 1994 01 20 to further notice
Brenda Zarek (E), 1994 01 28 to further notice

10. OTHERS

Exchanges

(a) That the request of Dale Judd (E) for an overseas exchange with a teacher from New Zealand for the period 1995 01 01 to 1995 12 31, be approved subject to the condition that a suitable exchange teacher from New Zealand can be arranged through the Ontario Foundation for Educator Exchange.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/kd

REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the request of the following teacher for Leave of Absence under the Salary Holdback Plan ("Four Over Five" Plan) of the Collective Agreement, effective as shown:

Keith Archer (S), 1996 09 01 to 1997 06 30 (1996-97 School Year)

(b) That the effective dates of the request of Lorena Koike-Woods (E) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five" Plan), approved at a previous meeting, be changed to 1995 09 01 to 1996 06 30 (1995-96 School Year).

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 04 14

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Final Report – Workload Study (Plant Department) **Page 1**

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 2 to 3**

2. Staffing Report **Page 4**

3. Report on Supply Teachers **Pages 5 to 6**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 7 to 9**

2. Request for "Four Over Five" Plan **Page 10**

1994 04 14

To : The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

From: R. Binns, Superintendent of Human Resources

Re : **Final Report - Workload Study (Plant Department)**

Background:

At the last minute, we discovered a serious error in the Report on the Workload Study which was to be presented at the 1994 04 14 Personnel and Organization Committee meeting.

It is imperative that this Report be as accurate as possible. With the approval of Trustee Hicks, Chairman - Personnel and Organization Committee, and Mr. D. Goodridge, Director of Education and Secretary, we are withdrawing this item from the April Personnel and Organization Committee meeting and asking that it be deferred to the May meeting.

Recommendation:

That the Final Report - Workload Study (Plant Department) be deferred to the May meeting of the Personnel and Organization Committee.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 04 14

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. ***PROBATIONARY STAFF APPOINTMENTS*** - Nil

2. ***PERMANENT STAFF APPOINTMENTS*** - Nil

3. ***PROMOTIONS*** - Nil

4. ***INTERNAL APPOINTMENTS*** - Nil

5. ***TIMETABLE CHANGES*** - Nil

6. ***RETIREMENTS***

(a) That the resignation of Kathleen Blackborow for the purpose of retirement from the position of Cleaner (Cleaning Staff), effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid.

7. ***LEAVING EMPLOYMENT*** - Nil

8. ***LEAVES***

Leave of Absence

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Terri-Lyn Cousins (Safety Clerk, Clerical and Technical Staff), 1994 05 23 to 1994 09 16
Jean Friesen (Senior Accounting Analyst, Administrative Staff), .5, 1994 05 02 to 1994 12 30
Tina Robinson (Training Assistant, Clerical and Technical Staff), 1994 04 11 to 1994 07 08

Leave Extension

(a) That the request of the following staff for an extension of a Leave of Absence, effective as shown, be granted:

Catherine Paonessa (Clerk, Clerical and Technical Staff), 1994 03 21 to 1994 09 30

Return from Leave of Absence - Nil

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS - Nil

10. OTHERS - Nil

Respectfully submitted,

Richard W. Binns.
Superintendent of Human Resources.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1993
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66	449.16	449.16						451.76
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00						59.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95	1,639.95	1,639.95						1,641.60
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67	843.67	843.67						838.33
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00	86.00	86.00						90.67
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00	38.00	38.00						37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00						14.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67	13.33	13.33						15.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25	85.25	85.25						88.50
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64						7.36
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71						2.00
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14	17.14	17.14						15.86
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17						217.00
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12						7.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00						213.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00	311.00	310.00						336.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55	37.55	37.55						40.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33						
- Admin											0.50	0.50	0.50						
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,053.36	4,056.52	4,055.52						4,075.08
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706	4,706	4,705						4,735
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003	18,003	18,003						17,816
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737	26,704	26,682						**26,708
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688	11,660	11,469						**12,853
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755	797	748						**962
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468	469	465						**470
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161	161	161						**159
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809	39,791	39,525						**41,152

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources April 14, 1994

REPORT OF SUPPLY TEACHER USAGE - FEBRUARY 28, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		53.0	552.0	10.0	13.5	73.0	3.5	2.5	45.5	700.0	716.0	85,261	83,626	168,887
% Of Total			78.9	1.4	1.9	10.4	0.5	0.4	6.5					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		34.0	2817.5	13.5	13.0	60.0	103.5	4.5	133.5	3145.5	3319.0	364,326	180,450	544,777
% Of Total			89.6	0.4	0.4	1.9	3.3	0.1	4.2					

REPORT OF SUPPLY TEACHER USAGE - FEBRUARY 28, 1994

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5		42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0		90.5		3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH														
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	87.0	3369.5	23.5	26.5	133.0	107.0	7.0	179.0	3845.5	4035.0	449,587	264,076	713,664	23.8
% Of Total		89.5	0.6		3.5	1.4	0.2	4.8						

1994 BUDGET
$3,000,000

Education Centre
100 Main Street West
Hamilton, Ontario
1994 04 14

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS

(b) That Linda Lee be promoted to the position of Secretary, Elementary School (Clerical and Technical Staff), effective 1994 04 01, with salary according to the salary schedule.
(Replacement)

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the following timetable changes be approved, effective as shown with salary according to the salary schedule:

Virginia Brisbin (S), .5 to 1.0, 1994 04 12 to 1994 06 30
Ghislaine Dean (S), 1/3 to 3/3, 1994 04 12 to 1994 06 30
Karen Hahn (E), 1.0 to .5, 1994 09 01

6. RETIREMENTS

(a) (i) That the resignation of Robert McPherson, Elementary School Principal, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid:

Gladys Elian(E)
Helen Jarvis (E)
Leslie Kiss (S)
Donald McGeorge (S)

7. *LEAVING EMPLOYMENT*

(a) That the dates for the following teachers to leave the employ of the Board be approved:

Joan Berbarian (E), 1994 08 31
Brenda Little (E), 1994 04 21

8. *LEAVES*

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Trevor Chiasson (E), 1994 05 24 to 1994 06 30
Francois Cyr (E), 1994 04 05 to 1994 06 30 (.5)
James Davy (E), 1994 05 09 to 1994 05 20
Lynda Pyett (E), 1994 09 01 to 1995 02 28 (.5)
Patricia Taylor (E), 1994 09 01 to 1995 08 31
Shawna Valoppi (E), 1994 05 02 to 1994 12 31
Laura Zaffiro-Smith (S), 1994 06 02 to 1994 02 01

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Lynn Hicks (Speech/Language Pathologist, Professional Student Services Personnel), 1994 09 01 to 1995 01 31
Eileen Maybury (Educational Assistant, Educational and Lunchroom Assistant Staff), .5, 1994 09 06 to 1995 06 30
Damaris Pizzolante (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 02 28 to 1994 04 29
Cindy Stewart (Student Records Secretary, Secondary School Clerical & Secretarial Staff), 1994 04 05 to 1994 10 07

Leave of Absence - Date Change

(b) That the effective dates of the Leave of Absence granted to Charmaine Hanley, Educational Assistant (Educational and Lunchroom Assistant Staff) at a previous meeting be changed to 1993 10 20 to 1994 04 08.

Leave Extension

(a) That the requests of the following teachers for extensions of their Leaves of Absence, effective as shown, be granted:

Judith Ambrose (E), 1994 09 01 to 1995 08 31
Lyn Baillie (S), 1994 09 01 to 1995 08 31
Lauri Barrette (E), 1994 04 25 to 1994 06 29
Lisa Clarke (E), 1994 04 04 to 1994 06 29
Dale Cornish (E), 1994 09 01 to 1995 08 31
Jane DeRoo (E), 1994 09 01 to 1995 01 31
Elysia Dywan (S), 1994 09 01 to 1995 01 31
Anna Gusenbauer (E), 1994 04 06 to 1994 05 10
Julia Herron (E), 1994 04 18 to 1994 04 22
Loren Serafini (E), 1994 09 01 to 1995 08 31
Martin Strobl (S), 1994 09 01 to 1995 08 31
Robert Van Wyck (E), 1994 09 01 to 1995 08 31
Kathy Weber (E), 1994 09 01 to 1995 08 31
Anne-Marie Wilson (S), 1994 09 01 to 1995 08 31

(b) That the requests of the following staff for an extension of their Leaves of Absence, effective as shown, be granted:

Carol Labesh (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 05 02 to 1994 06 30
Norma Rookwood (Elementary School Secretary, Clerical and Technical Staff), 1994 04 06 to 1994 06 30

Return from Leave

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Karen Andreychuk (E), 1994 09 01 (.5)
Lauri Barrette (E), 1994 06 30 (.5)
Wanda Bielak Montemurro (S), 1994 03 23
Louise Booth (E), 1994 09 01
Lynda Bucciero (E), 1994 09 01
Julie Capretta (E), 1994 09 01
Lesley Chiasson (E), 1994 05 23
Susanna Costa-Popovich (E), 1994 04 25
Janice Coulson (E), 1994 09 01
James Davy (E), 1994 05 23
George Dyck (S) 1994 09 01
Frances Figge (E), 1994 09 01
Leslie J. Forsyth (E), 1994 09 01
Kathryn Goodin (E), 1994 03 21
Alisa Greve (E), 1994 09 01
Anna Gusenbauer (E), 1994 05 11
Sherry Halla (E), 1994 03 23
Julia Herron (E) 1994 04 25
Teresa Katerberg (E), 1994 09 01 (.5)
M. Eleanor Kellam (E), 1994 09 01
Nancy Lockhart (E), 1994 05 02
Sylvia Mackrory (E), 1994 09 01
Mary McDiarmid Campbell (E), 1994 09 01
Judith Mendelson (E), 1994 03 23 (.5)
Jack Niewland (E), 1994 09 01
Sharon O'Halloran (E), 1994 09 01
David Phillip (E), 1994 09 01
Lee Raso (S), 1994 09 01
Christine Rees (E), 1994 09 01 (.8)
Linda Schultz (E), 1994 09 01
Lynsey Sober (S), 1994 09 01
R. Kim Watt (E), 1994 09 01
Katherine Yantzi (E), 1994 09 01
Diane Zimmerman (E), 1994 05 02

(b) That Debbie Turner (Receptionist/Clerk Typist - Area 2, Clerical and Technical Staff) be returned from a Leave of Absence, effective 1994 03 14.

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Lauri Barrette (E), at a previous meeting, be changed to 1994 01 19 to 1994 04 24.

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

Leigh-Anne Gower (E), 1994 02 08 to further notice
Brenda McLaren (E), 1994 02 02 to further notice
Sheila Newbatt (S), 1994 02 07 to further notice

10. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

REQUEST FOR "FOUR OVER FIVE" PLAN

(a) That the Board rescind the Leave of Absence granted at a previous meeting to Carole Mulholland (E) and approve her request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1997 09 01 to 1998 06 30 (1997-98 School Year).

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 05 12

URBAN M... L
MAY ...
GOVERNMENT DOCUMENTS

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Presentation by C.U.P.E., Local 1344 re Workload Study (Plant Department)

2. Workload Study – A Report **Pages 1 to 26**

3. Report on Job Coach – Transitional Work Experience Program **Pages 27 to 28**

4. Report from the Officials re Persons of Authority in Schools During the School Day **Pages 29 to 30**

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 31 to 32**

2. Staffing Report **Page 33**

3. Report on Supply Teachers **Pages 34 to 35**

4. Temporary Assistance Report:

   (a) Substitute Cleaner/Casual Assistance Usage – 1994 **Page 36**

   (b) 1993 and 1994 Temporary Assistance Expenditures **Page 37**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 38 to 41**

1994 05 12

To: The Chairman & Members
Personnel and Organization Committee

From: R. W. Binns
Superintendent of Human Resources

Re: Workload Study - A Report

BACKGROUND:

- The workload study report was presented to a Special Personnel and Organization Committee meeting (July 5, 1993).
- By the week of July 12, 1993 a copy of the full report was made available at each school or location.
- Joint Union - Management Committee meetings have been held on the following dates:

July 21, 1993	April 21, 1994
Sept. 8, 1993	April 28, 1994
Sept. 24, 1993	
Oct. 28, 1993	
Jan. 31, 1994	
Feb. 23, 1994	
Apr. 5, 1994	

The intent of the Joint Union - Management Committee was to meet monthly, to attempt to problem-solve around the major issues, to identify areas of concern regarding possible implementation of the report and to report suggestions to Senior Management.

- Representatives of Daniels' Associates attended the Sept. 8, 1993 meeting and provided clarification as to how the recommendations were derived.
- In addition, the management component of the committee has held 14 meetings with plant department personnel and presented the enclosed report to the Joint Committee. (Appendix A)
- In the interest of collaboration, all data received from Daniels' Associates has been provided to C.U.P.E. Local 1344 for study.
- Daniels' Associates requested a six month time period to conduct the investigation .....management reduced this time period to three months. Contacts between Board representatives and Daniels caused a revision to some of the Daniels results as previously reported to the Board. While content revisions were necessary, the Board representatives have found no fault with the processes and procedures employed by Daniels.

ISSUE:

This report is designed to inform the Board as to the results derived from studying the Daniels' Report, developing a management report, and applying the recommendations contained therein to our system.

Implications from this study are contained within the recommendations reported below.

It is expected that approved recommendations from this report will be implemented beginning September 1, 1994.

RECOMMENDATIONS:

1. That the Board reduce the cleaning staff by 47.4 full-time equivalent positions effective September 1, 1994 (Appendix B). This represents an actual loss of 38 permanent employees and a realized savings of approximately $1.5 million annually ($0.6 million Sept. - Dec. 1994).

2. That the Board approve the development of a five year plan (effective 1995) for replacing obsolete caretaking equipment (Total $935,300 - Appendix C).

RATIONALE:

The purpose of implementing recommendations from the Workload Study is to provide a more efficient custodial service while maintaining quality results.

APPENDIX A

Review of the Workload Study

"Summary of the Major Components"

Component	Daniels' Report	Management Committee Report *
1. Downsizing	1. Reduction to 516 Staff from 620 staff and still provide appropriate level of service.	1. The downsizing of 104 staff was an overestimate. It included second day cleaning in some schools but not others .....it treated all elementary schools at one size factor and all secondary schools at another size factor which required alterations.....it did not include the 20 unassigned firemen who are used as permanent substitute staff.....the density factors were not consistently applied. The total reduction in staff is contained in #8. (See Appendix B)
2. Equipment	2. Outdated equipment needs to be replaced with new models ($377,200 estimated cost).	2 & 3 Appendix C provides an overview of the committee's review of equipment, supplies and chemicals. A recommendation of updating our equipment according to a five year plan is presented (Total $935,300). The committee plans to continue to review, standardize and upgrade the chemicals and supplies being used.
3. Chemicals & Supplies	3. Chemicals and supplies are purchased on a lowest cost basis and vary in terms of quality. These need to be studied, standardized and generally upgraded.	
4. Supervision	4. The current Supervision structure is insufficient and requires a complete overhaul. A training program to include staff training, quality control, equipment inspection, supply inventory, staffing problems, etc. is required. Daniels' Inc. recommends at least 15 - 20 additional new supervisory positions.	4. & 5. The Board approved a restructuring of the Plant Department in September. The 13 new site leaders (from the previous secondary foremen positions) have undergone some training. They are involved in regular supervision, performing on-site staff training, equipment and building inspection, workload determinations, and employee performance appraisals. These leaders may assist our existing Field Supervisors and Manager of Caretaking Services in developing and implementing appropriate in-service training to address each of these areas. The Field Supervisors are primarily responsible for training and in-service. (See Appendix D). Revised role descriptions for Site Leader and Field Supervisor have been developed.
5. Training	5. A staff training program needs to be implemented. It should be a particular position within the supervisory structure to teach proper technique, motivate staff, WHMIS compliance, etc.	

6. Quality Control	6. Quality control needs to be built into our evaluative procedures to insure high performance and a quality result.	6. The Board's Performance Management Project for all employees includes representatives from the Site Leaders, Field Supervisors and Principals for the development of necessary criteria to judge job performance and quality service. Union representatives are being requested to participate as well.
7. Repair Services	7. Contracting out repair services should be performed by a core group of 30 - 40 trained staff and this group would be added to the existing maintenance staff. It is not recommended that the repair work be distributed over the entire staff.	7. A training program was held for all caretaking staff to perform basic plumbing and electrical repairs. There has been a reduction in contracting out both electrical and plumbing repair work to date. Further maintenance and repair work which could be performed by caretaking staff are being investigated. The committee does not agree with the Daniels' recommendation of utilizing "a core group of 30 - 40 trained staff" at this time.
8. Hours of Work	8. Hours of work should be adjusted to reflect lower facility occupancy therefore increasing productivity and quality.	8. Appendix B also outlines an extensive study concerning hours of work. Five options for elementary schools were proposed and studied. The committee recommends implementation of Option E which results in a reduction of 47.4 F.T.E. The hours of work will be adjusted to have cleaners work outside of school hours to a greater degree. In adjusting the hours, there has been greater standardization on a school by school basis, an overall reduction in hours and an actual loss of 38 employees. These 38 employees will be transferred to our casual employee list effective September 1, 1994 and they would be the first to be rehired as required. A savings of $1.5 million annually is expected ($0.6 million Sept. - Dec., 1994).
9. Procedures	9. A set of procedures needs to be developed to ensure consistency in standards for supervisory, caretaking and cleaning staff.	9. This recommendation is a necessary step toward improving our caretaking and cleaning functions. A manual is presently being developed by a committee of site leaders and field supervisors and upon completion, training will be provided to all custodial employees (see Appendix E). The completion of this manual is targeted for September 1994.

*** The Management Committee report has been approved by Senior Management.**

APPENDIX B

CHANGES IN REQUIRED REDUCTIONS

ORIGINAL RECOMMENDATION

PRESENT HOURS	3017.15	
REQUIRED HRS	2235.63	
REDUCTION	781.52 HOURS	104 FTE

ERROR CORRECTED *

PRESENT HOURS	2991.15	
REQUIRED HRS	2215.58	
REDUCTION	775.57 HOURS	103 FTE

EVERY SECOND DAY CLEANING

PRESENT	2991.15	
REDUCED SO FAR	93.30	
YET TO REDUCE	37.85	
REQUIRED HRS	2215.58	
REDUCTION	644.42 HOURS	85.9 FTE

CHANGES TO DENSITY & SIZE FACTORS AND CLEANING SPEC

PRESENT	2860.00	
REQUIRED HRS	2519.62	
REDUCTION	340.38 HOURS	45.4 FTE

ACTUAL REDUCTION BASED ON PAID HOURS

PRESENT	3042.35	
REQUIRED HOURS	2686.75	
	355.60 HOURS	47.4 FTE

* Cardinal Heights School was included twice in the original Daniels Report.

APPENDIX B (cont'd)

THE WORKLOADING PROGRAM

AN EXPLANATION OF HOW IT WORKS.

Briefly, the Workloading Program is based on a cleaning specification. This cleaning spec simply establishes what is to be cleaned and how often.
Each area that is to be cleaned is broken down into a number of cleaning tasks. Each of these tasks is assigned a time value. The time value is multiplied by the number of times the task will be performed to determine a total time for each task. The individual task times are then added up and the result is the time required to clean the whole area.
The individual task times were determined through Time and Motion studies and are generally accepted by the cleaning industry. These times are representative of the "average" situation.
In order to take into account variances from the norm, there are two variable factors that can be applied to the study. One of these variables is the Size Factor and the other is the Density Factor.

SIZE FACTOR

The time values given for each task can be adjusted based on the size of the building.

The workload program data is based on "standard size" buildings of between 75,000 and 150,000 square feet.

Smaller buildings up to 20,000 sq ft require proportionately more time to clean, due mainly to set up and put away time allowances.

Buildings between 21,000 sqft and 75,000 sqft require slightly more than "standard" time.

Buildings exceeding 150,000 square feet take 10% less than standard times.

SIZE FACTORS USED IN THE DANIELS REPORT

In doing the study, Daniels calculated all of the elementary schools at a size factor 3. Size factor 3 is the standard size that the Workloading Program is based on, and is for buildings between 75,000 and 150,000 square feet. All of the secondary schools were calculated at size factor 4 which is for buildings in excess of 150,000 sqft.
Based on the size factors outlined in the Workloading Manual, the majority of our elementary schools should be a size factor 2 and some should be a size factor 1. This would significantly increase the time allowed to clean these buildings. In addition, many of our secondary schools that were rated at a size factor 4 should only be a factor 3. This would again increase the allotted time for these schools.

APPENDIX B (cont'd)

DENSITY FACTOR

There are three density factors that can be applied to this program: LIGHT, MEDIUM and HEAVY.

The Density factor is used to adjust the time allowed based on the degree of difficulty that would be encountered when cleaning an area. An example of how this works would be found in the cleaning of Kindergarten classrooms. In a Kindergarten classroom there is a lot of furniture, sandboxes, activity centres etc. that will not be found in a secondary school math classroom. The density factor is used to allow more time to clean the Kindergarten classroom,by assigning it a higher density than would be assigned to the secondary school math classroom.

The Workloading Program is based on a MEDIUM density, which would be considered average. If the density factor was changed to LIGHT, then the total time allowed for each area would be reduced by 22%. Conversely a change to a HEAVY density would increase the allowed time by 22%.

DENSITY FACTORS USED IN THE DANIELS REPORT

The density factors used in the Daniels workload study were not consistently applied.

In reviewing the Daniels study it was discovered that no apparent system or method was used to assign density factors to specific areas. Some Kindergarten classrooms were assigned a light density which is the lowest factor while most other classrooms were assigned a medium density.

The study was revised by developing rules for applying the density factors. The rules were:

1. All Kindergarten classrooms, because of the amount of furniture and layout, were assigned a high density factor.

2. All portable classrooms, because of the extra dirt and need to carry equipment and water to each one, were assigned a high density factor.

3. All gymnasiums, because of the relatively unobstructed work area, were assigned light density factors.

4. All other areas were assigned a medium density factor which is considered to be average.

APPENDIX B (cont'd)

CHANGES TO THE CLEANING SPECIFICATION

A modification has been made to the cleaning specification.

The Daniels study specified that the corridors in all schools be swept once per day and be "police cleaned" three times per day. Police cleaning means inspecting the area and removing any obvious litter.

It was felt that this would be insufficient to keep the corridors up to an acceptably clean and safe level. The frequency of cleaning the corridors was increased to twice per day.

EFFECTS OF THESE CHANGES

The changes to the specification, the application of the density factor and the building size factor has served to increase the amount of time allowed to clean the schools.

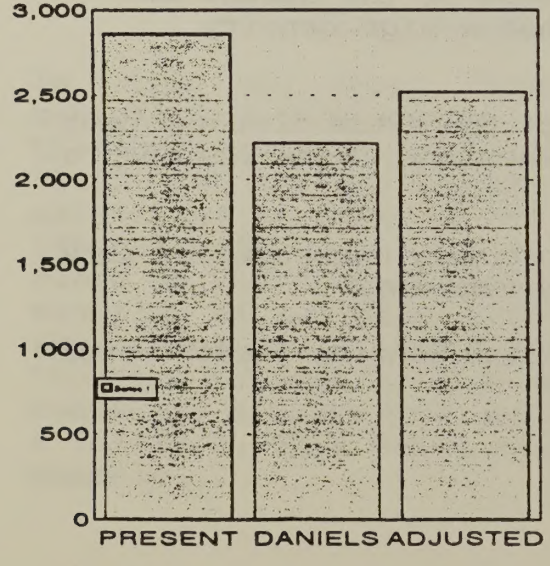
The Daniels report recommended a reduction of 644 net hours per day. This number is based on calculations made using factors that are not consistently applied.

Once the revisions are made to the Daniels study, the reduction in hours is lowered to 340 hours per day. This is a difference of 304 hours per day.

This revision of required hours will alter the recommended reduction in staff from the original 85.9 full time equivalent to 45.4 full time equivalents.

REQUIRED STAFFING LEVELS

HOURS PER DAY



	HRS/DAY	FTE's
PRESENT	2860	381
DANIELS REPORT	2215	295
ADJUSTED FACTORS	2520	336

APPENDIX B (cont'd)

OTHER FACTORS THAT WILL IMPACT THE FINAL REDUCTION FIGURE

EVERY SECOND DAY CLEANING

The Workload Study assumes that all schools are on every second day cleaning. At the time the original Daniels report was produced, not all schools had been converted to every second day cleaning. The reduction numbers in the original Daniels report of last June claim "credit" for saving hours that would have been saved through every second day cleaning anyway.

The revised figures are accurate as of March 20, 1994. There are still 16 schools still cleaning everyday. These 16 schools, when they convert to every second day cleaning, will reduce the number of hours presently used by 37.85. This is equal to 5 full time equivalents. This means that the reduction of full time equivalents that are attributed to the Workload study will be 45.

PAID HOURS VS. NET HOURS

The Daniels Workload study deals only with net hours. These are the hours when an employee is actual working and does not include lunch periods or coffee breaks. When the time allowed for these paid breaks is factored in, the hours required for each school will change.

The amount of time that will change is dependent upon how the hours of work are scheduled. A fifteen minute break is allowed after each 3 consecutive hours of work, and Firemen and Assistant Caretakers on afternoon shift have a paid half hour lunch.

HOURS OF WORK AND NUMBER OF EMPLOYEES

There are two ways to achieve the reductions recommended by the workload study:

1. Reduce the number of employees.
2. Reduce the hours worked by each employee.

Hours of work can also be scheduled two ways:

1. Straight afternoon shifts.
2. Retain the split shift.

Four options of scheduling shifts were developed, based on the four possible combinations of choices. A fifth option that would use an assistant caretaker in each school was also looked at. Secondary schools are treated the same in all options.

SECONDARY SCHOOLS

Secondary schools presently work a straight shift for cleaners that begins at noon and ends at 7 pm. The straight shift works well but the hours of work do not. The amount of "down time" for the cleaners caused by staff and students being in the school is significant. There is a class change, a lunch period and school dismissal when people are moving in the halls and classrooms that prevents cleaners from accomplishing very much at these times. In most cases classrooms cannot be cleaned until after school is dismissed. This is often 3 hours or more after the start of the cleaners shift. Most of this "down time" can be eliminated by beginning the cleaners shift at 3 pm instead of noon.

Running the shifts later will allow the opportunity of some cleaning after night school rather than before night school begins. This will provide clean classrooms first thing in the morning.

The proposed schedule would change the "day cleaner" shift from 6:30 am to 1:30 pm by starting it at 3pm also. Presently the day cleaner does offices and other areas that must be finished before school begins. The afternoon shift would allow for more time when these areas are unoccupied.

The length of shift for secondary school cleaners is at present 7 hours per day. The proposed shift schedules would allow for the length of shift to vary in order to fit the required hours of each school. For example the length of shift at Barton Secondary would be 6.75 hours per day, but at Sir John A. MacDonald it would be 7.5 hours.

ELEMENTARY & VOCATIONAL SCHOOLS

OPTION "A"

Option "A" uses a straight shift with a reduced number of employees.

Shifts would begin at 3 pm and would vary in length to meet the required hours in each school.

Employee numbers would be reduced by 43 positions or 42.4 full time equivalents.

Savings in direct labour would be $1,413,375 annually.

OPTION "B"

Option "B" calls for a straight shift, but with reduced hours for each employee.

Shifts would begin at 3 pm and would vary in length to meet the requirements of each school.

There would be a reduction in paid hours of 365.7 hours per day or 43.7 full time equivalents. Two actual positions would be eliminated.

Direct labour savings would be $1,447,372.89 annually.

OPTION "C"

Option "C" looks at putting an assistant caretaker on afternoon shift in each school. The remaining hours would be assigned to cleaners on a straight shift.

There would be a reduction of 39.3 full time equivalents. The number of assistant caretaker positions would increase by 59 over what we presently have. These 59 assistants would displace cleaners whose number would reduce to 184 from the present 290.

Savings on direct labour would be $1,205,641.63 annually.

APPENDIX B (cont'd)

OPTION "D"

Option "D" would retain the split shifts we now use and reduce the hours of each employee.

There would be a reduction of 397.75 hours per day, which equals 48.0 full time equivalents. Two actual positions would be lost.

Direct labour savings would be $1,622,741.29 annually

OPTION "E"

This option retains the split shift presently used, but reduces the number of employees.

This reduction is equal to 47.4 full time equivalents. The reduction of actual positions would be 38.

The saving in direct labour would be $1,567,097.67 annually

SUMMARY OF OPTIONS

	REDUCTION OF PAID HOURS	REDUCTION OF FTE's	REDUCTION OF POSITIONS	ANNUAL SAVINGS
OPTION "A"	355.7 HRS/DAY	42.4 FTE's	43 POSITIONS	$1,413,375 ANNUALLY
OPTION "B"	365.7 HRS/DAY	43.7 FTE's	2 POSITIONS	$1,447,372 ANNUALLY
OPTION "C"	332.1 HRS/DAY	39.3 FTE's	49 POSITIONS	$1,205,641 ANNUALLY
OPTION "D"	398.0 HRS/DAY	48.0 FTE's	2 POSITIONS	$1,622,741 ANNUALLY
OPTION "E"	393.5 HRS/DAY	47.4 FTE's	38 POSITIONS	$1,567,097 ANNUALLY

CRITERIA FOR SELECTION

The selection of the best option was based on the following criteria:

1. Savings. - School year and break periods.
2. Application - Can we live with it?
3. Length of shift - Are the shifts long enough to make the job worth having?

RECOMMENDATION

Our study of these options determined that the best combination of choices is to retain the split shifts and to reduce the number of employees.

For these reasons we are recommending option "E":

SAVINGS:

This option affords the second greatest savings. The reduction in cost of $1,567,097 per year is a result of a combination of savings for the regular school year and for the three break periods during the summer, at Christmas and the March break.

While option "D" offers a slightly larger annual saving, there are advantages to option "E" that are not available with option "D". These advantages are the ease of application and the length of shifts.

APPLICATION

The split shift in Option "E" avoids a problem that would be encountered with a straight shift. When a caretaker is absent and the cleaners are on afternoons, there would be no one available to open the school.

Split shifts are already in place and retaining them will not place another stressful change on the cleaners.

Senior employees will be least affected by the cutbacks. When employee numbers rather than hours are reduced, employees with higher seniority are offered some protection. With reduced hours everyone is affected regardless of length of service.

Split shifts will allow the end of the working day to be earlier in the evening. This may be an advantage to cleaners with families, and will mean that cleaners will not be working alone later at night.

APPENDIX B (cont'd)

LENGTH OF SHIFT

Over 60 % of the cleaners will be working a shift that exceeds 6 hours per day. The other options that reduce hours rather than employees result in shifts that are sometimes so short that the job may not be worth having. We need to ensure that the jobs are attractive enough to interest people in them and that there is the opportunity to earn a living wage.

HOURS OF WORK

Option "E" recommends retaining the split shift. Some modifications will be made to the starting and finishing times. In order to minimize the amount of cleaning being done when the schools are occupied, morning shifts will begin at 6:30 am and end at 8:30 am when staff and students begin to arrive. For the same reason the afternoon shift will not begin until 3:30 pm when school is dismissed.

This change will be more productive than the present schedule which typically starts at 7 am and ends at 9:30 am, then begins again at 3 pm.

APPENDIX B (cont'd)

PRESENT STAFFING SUMMARY SHEET

PAID HOURS

SECONDARY SCHOOLS	871.65 HRS
ELEMENTARY & VOCATIONAL	2208.55 HRS
	3080.20 HRS/DAY
LESS HOURS FOR FINAL CONVERSION TO EVERY 2ND DAY CLEANING	-37.85 HRS
	3042.35 HRS/DAY

FULL TIME EQUIVALENTS

3042.35 HRS / 7.5 HRS/DAY = 405.6 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,667,829.80
	ELEMENTARY & VOCATIONAL	$6,749,515.63
		$9,417,345.43
BREAK PERIODS	SECONDARY SCHOOLS	$701,917.70
	ELEMENTARY & VOCATIONAL	$1,881,810.59
		$2,583,728.29
TOTAL ANNUAL LABOUR COST		$12,001,072.92

PRESENT NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	48
FIREMEN	22
CLEANERS	292
	441 EMPLOYEES

APPENDIX B (cont'd)

OPTION "A" SUMMARY SHEET

PAID HOURS	SECONDARY SCHOOLS	817.25 HRS
	ELEMENTARY & VOCATIONAL	1907.25 HRS
		2724.50 HRS/DAY

REQUIRED FULL TIME EQUIVALENTS

2724.50 HRS / 7.5 HRS/DAY = 363.3 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,480,884.37
	ELEMENTARY & VOCATIONAL	$5,901,948.98
		$8,382,833.35
BREAK PERIODS	SECONDARY SCHOOLS	$652,749.35
	ELEMENTARY & VOCATIONAL	$1,553,479.26
		$2,206,228.61
	TOTAL ANNUAL LABOUR COST	$10,589,061.96

REQUIRED NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	48
FIREMEN	22
CLEANERS	249
	398 EMPLOYEES

REDUCTION OF PAID HOURS

3042.35 - 2724.50 = 317.85 HRS/DAY

REDUCTION OF FULL TIME EQUIVALENTS

317.85 HRS/DAY / 7.5 HRS = 42.4 FTE's

REDUCTION OF ACTUAL POSITIONS

441 - 398 = 43 POSITIONS

ANNUAL SAVINGS

PRESENT	$12,001,072.92
PROPOSED	$10,589,061.96
ANNUAL SAVINGS	$1,412,010.96

APPENDIX B (cont'd)

OPTION "B" SUMMARY SHEET

PAID HOURS

SECONDARY SCHOOLS	817.25	HRS
ELEMENTARY & VOCATIONAL	1897.25	HRS
	2714.50	HRS/DAY

REQUIRED FULL TIME EQUIVALENTS

2714.50 HRS / 7.5 HRS/DAY = 361.9 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,480,884.37
	ELEMENTARY & VOCATIONAL	$5,874,975.08
		$8,355,859.45
BREAK PERIODS	SECONDARY SCHOOLS	$651,384.37
	ELEMENTARY & VOCATIONAL	$1,546,455.21
		$2,197,839.58
TOTAL ANNUAL LABOUR COST		$10,553,699.03

REQUIRED NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	48
FIREMEN	22
CLEANERS	290
	439 EMPLOYEES

REDUCTION OF PAID HOURS

3042.35 - 2714.50 = 327.9 HRS/DAY

REDUCTION OF FULL TIME EQUIVALENTS

327.9 HRS/DAY / 7.5 HRS = 43.7 FTE's

REDUCTION OF ACTUAL POSITIONS

441 - 439 = 2 POSITIONS

ANNUAL SAVINGS

PRESENT	$12,001,072.92
PROPOSED	$10,553,699.03
ANNUAL SAVINGS	$1,447,372.89

APPENDIX B (cont'd)

OPTION "C" SUMMARY SHEET

PAID HOURS	SECONDARY SCHOOLS	817.25 HRS
	ELEMENTARY & VOCATIONAL	1930.90 HRS
		2748.15 HRS/DAY

REQUIRED FULL TIME EQUIVALENTS

2748.15 HRS / 7.5 HRS/DAY = 366.4 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,480,884.37
	ELEMENTARY & VOCATIONAL	$6,066,402.02
		$8,547,286.39
BREAK PERIODS	SECONDARY SCHOOLS	$651,383.56
	ELEMENTARY & VOCATIONAL	$1,596,761.24
		$2,248,144.80
	TOTAL ANNUAL LABOUR COST	$10,795,431.29

REQUIRED NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	107
FIREMEN	22
CLEANERS	184
	392 EMPLOYEES

REDUCTION OF PAID HOURS

3042.35 - 2748.15 = 294.2 HRS/DAY

REDUCTION OF FULL TIME EQUIVALENTS

294.2 HRS/DAY / 7.5 HRS = 39.3 FTE's

REDUCTION OF ACTUAL POSITIONS

441 - 392 = 49 POSITIONS

ANNUAL SAVINGS

PRESENT	$12,001,072.92
PROPOSED	$10,795,431.29
ANNUAL SAVINGS	$1,205,641.63

APPENDIX B (cont'd)

OPTION "D" SUMMARY SHEET

PAID HOURS	SECONDARY SCHOOLS	817.25 HRS
	ELEMENTARY & VOCATIONAL	1865.00 HRS
		2682.25 HRS/DAY

REQUIRED FULL TIME EQUIVALENTS

2682.25 HRS / 7.5 HRS/DAY = 357.6 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,480,884.37
	ELEMENTARY & VOCATIONAL	$5,729,659.80
		$8,210,544.17
BREAK PERIODS	SECONDARY SCHOOLS	$651,383.56
	ELEMENTARY & VOCATIONAL	$1,516,403.90
		$2,167,787.46
	TOTAL ANNUAL LABOUR COST	$10,378,331.63

REQUIRED NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	48
FIREMEN	22
CLEANERS	290
	439 EMPLOYEES

REDUCTION OF PAID HOURS

3042.35 - 2682.25 = 360.1 HRS/DAY

REDUCTION OF FULL TIME EQUIVALENTS

360.1 HRS/DAY / 7.5 HRS = 48.0 FTE's

REDUCTION OF ACTUAL POSITIONS

441 - 439 = 2 POSITIONS

ANNUAL SAVINGS

PRESENT	$12,001,072.92
PROPOSED	$10,378,331.63
ANNUAL SAVINGS	$1,622,741.29

APPENDIX B (cont'd)

OPTION "E" SUMMARY SHEET

PAID HOURS	SECONDARY SCHOOLS	817.25 HRS
	ELEMENTARY & VOCATIONAL	1869.50 HRS
		2686.75 HRS/DAY

REQUIRED FULL TIME EQUIVALENTS

2686.75 HRS / 7.5 HRS/DAY = 358.2 FTE

DIRECT LABOUR COST

SCHOOL YEAR	SECONDARY SCHOOLS	$2,480,884.37
	ELEMENTARY & VOCATIONAL	$5,774,572.23
		$8,255,456.60
BREAK PERIODS	SECONDARY SCHOOLS	$651,383.56
	ELEMENTARY & VOCATIONAL	$1,527,135.09
		$2,178,518.65
	TOTAL ANNUAL LABOUR COST	$10,433,975.25

REQUIRED NUMBER OF EMPLOYEES

GROUP CARETAKERS	79
ASSISTANTS	48
FIREMEN	22
CLEANERS	254
	403 EMPLOYEES

REDUCTION OF PAID HOURS

3042.35 - 2686.75 = 355.6 HRS/DAY

REDUCTION OF FULL TIME EQUIVALENTS

355.6 HRS/DAY / 7.5 HRS = 47.4 FTE's

REDUCTION OF ACTUAL POSITIONS

441 - 403 = 38 POSITIONS

ANNUAL SAVINGS

PRESENT	$12,001,072.92
PROPOSED	$10,433,975.25
ANNUAL SAVINGS	$1,567,097.67

APPENDIX C

April 26, 1994

EQUIPMENT INVENTORY/BUDGET

A complete inventory of all caretaking equipment was completed for each school.

Below is a list of the following new equipment required and their cost.

30	Snowblowers at a cost of	$ 39,000.00
36	Two-Speed Floor Machines (shampoo, tanks included) at a cost of	43,200.00
34	Gas Lawn Trimmers at a cost of	11,900.00
21	Small Auto Floor Machines at a cost of	63,000.00
72	Medium Auto Floor Machines at a cost of	720,000.00
2	Large Auto Floor Machines at a cost of	24,000.00
76	Large Wet Vacs ata cost of	34,200.00
	Overall Cost	$935,300.00

The purchase of this equipment could be phased in at $200,000.00 per year (yearly repair budget included) over a period of five years beginning in 1995.

The Equipment Committee, in keeping with C.U.P.E.'s "contracting out" proposal, also recommends that all caretaking staff members be trained in the proper use of equipment and preventive maintenance, in order to reduce future repair costs and to produce a healthier and safer working environment.

APPENDIX D

INSERVICE TRAINING

FIELD SUPERVISORS

DEVELOP AND IMPLEMENT ALL ASPECTS OF ORIENTATION TRAINING IN CLEANING PROCEDURES AND USE OF EQUIPMENT.

DEVELOP AND IMPLEMENT BOILER AND ACCESSORIES COURSE

DEVELOP AND IMPLEMENT CLIMATE CONTROL COURSE.

CITY WIDE TRAINING IN PROCEDURES AND CARETAKING SKILLS UPGRADING ANNUALLY

DEVELOP AND IMPLEMENT AN ONGOING REFRESHER PROGRAM IN OPERATING AND MAINTAINING MECHANICAL EQUIPMENT FOR CARETAKING STAFF.

CO-ORDINATE INSERVICE IN WHMIS, FIRE REGULATIONS, WORK ACCOMMODATION, HEALTH AND SAFETY, ETC. AS REQUIRED THROUGH LEGISLATION.

CO-ORDINATE A LEADERSHIP AND INTERPERSONAL SKILLS DEVELOPMENT PROGRAM FOR CARETAKING SERVICES STAFF.

THE FIELD SUPERVISORS MAY, ON OCCASION, REQUEST THE ASSISTANCE OF THE SITE LEADERS.

APPENDIX E

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

PLANT DEPARTMENT

1994 04 26

TO: R. Binns
Superintendent of Human Resources

FROM: E. J. Salmon
Manager, Caretaking Services

RE: STANDARDIZED PROCEDURES COMMITTEE REPORT

The Daniels Report States:

There is an urgent need for establishment of a standardized set of methods and procedures that would achieve the standard established by all staff and is clearly understood by supervisors and caretaking staff.

The Standardized Procedures Committee is working on a local manual for cleaners and caretakers. It will form the basis for training programs and should be used by all employees as a daily reference in performing their jobs.

It is obvious that optimum levels of cleaning can only be reached through proper technique and management, which in turn, is only achievable through a training program.

The manual will provide such information as the following:

1. Introduction and statement of professional standards.
2. Statements of overall maintenance policy.
3. Area cleaning programs.
4. Procedures and services.
5. Equipment and supplies.
6. Glossary of terms.
7. Landscaping and ground maintenance.
8. Forms.

Enclosed is an example of How a Task, Job Description will appear in our manual.

It is hoped that we will be able to complete the manual by June, 1994.

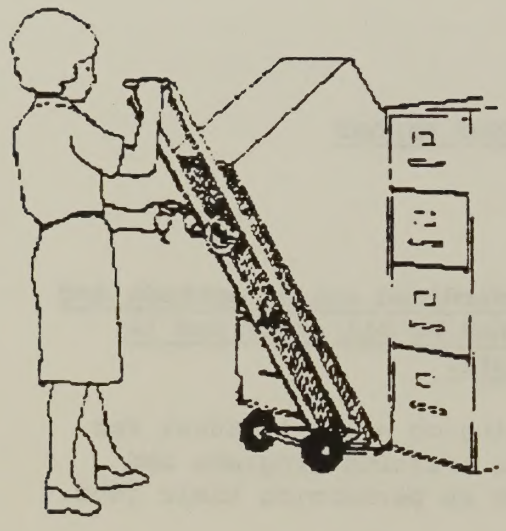
E. J. Salmon

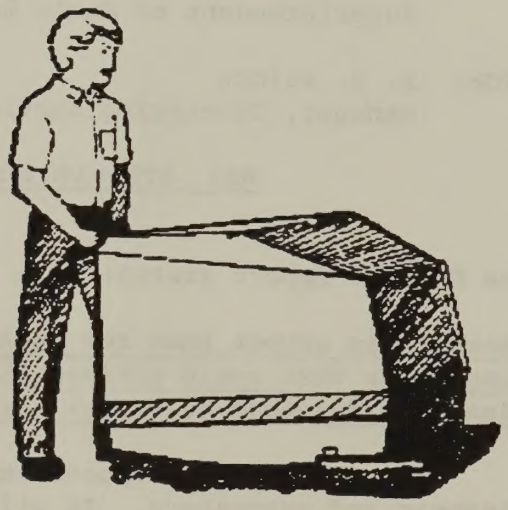
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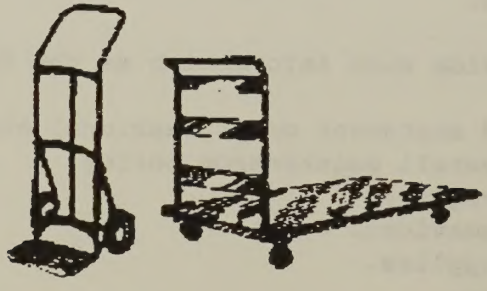
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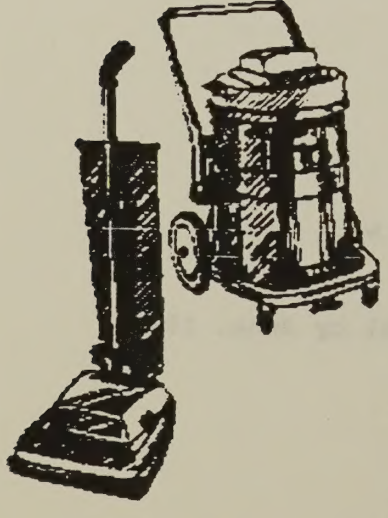
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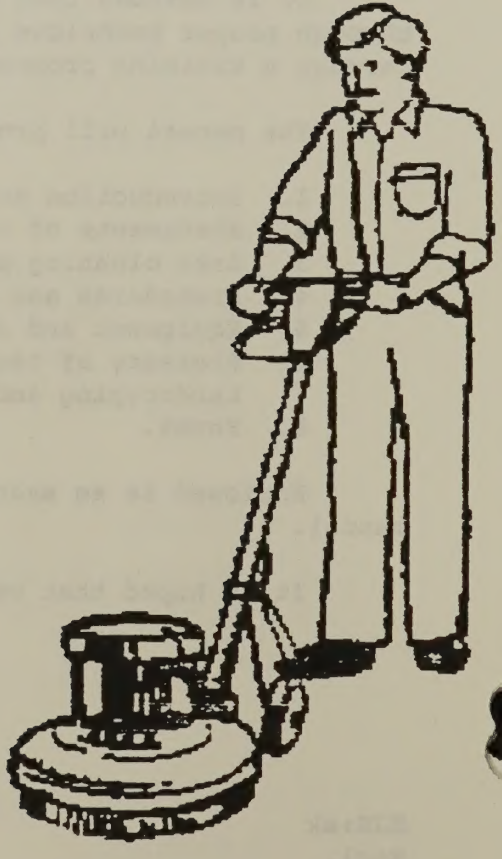
CARETAKER'S MANUAL











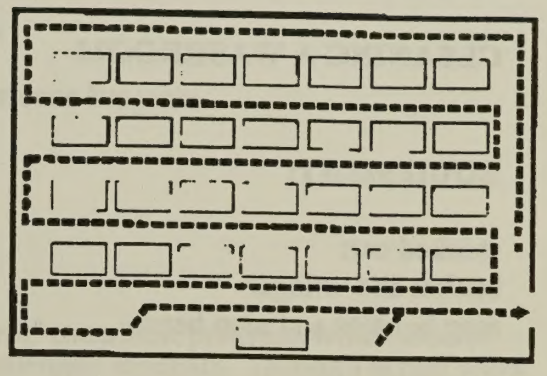
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APPENDIX E (cont'd)

CLEANING PROCEDURES

JOB DESCRIPTION:

CLEANING OF A CLASSROOM



EQUIPMENT:

stocked cart
bucket and wringer
mop handles and mop heads
vacuum

PROCEDURE:

1. Bring cart to entrance of room. Leave it outside of doorway close to wall. Do not block doorway.
2. Collect garbage according to procedure.
3. With clean cloth and spray bottle of multi-purpose cleaner, damp dust all horizontal and vertical surfaces according to procedure.
4. Work around the room, cleaning each object in turn. Refer to the procedure manual on how to clean chairs, desks, etc.
5. Students' desks should be cleaned following the procedure for cleaning non-upholstered chairs.
6. Clean both top and bottom of writing tablets. Tablet in some cases will swing upwards for easier cleaning.
7. Be sure to remove any gum from desk with putty knife.
8. Be sure to remove all graffiti on desks. Some graffiti may have to be removed using a bit of cleanser on a damp cloth.
9. To dust areas that you cannot reach, use a duster according to high dusting procedure. This will be completed as required.
10. Clean blackboards including chalk ledge. Do not remove anything marked P.L.O. (Please Leave On).
11. To clean blackboards, erase any writing with chalkbrush. Soak clean cloth in pail of water (only). Wring out slightly. Wash down boards with cloth, using an up and down or back and forth pattern. Overlap each stroke. Rinse out cloth frequently (otherwise board will streak).
12. When finished board completely, wipe off chalk ledge.
13. Do not use cloth used on board on anything else. Place in soiled linen bag.
14. Let boards dry themselves. Do not wipe dry.
15. Vacuum classroom according to procedure.
16. If classroom is not carpeted, dust and damp mop according to procedure.
17. Inspect your work and report any problems to your supervisor.

FREQUENCY Every other day.

DRAFT COPY

APPENDIX E (cont'd)

CLEANING PROCEDURES

JOB DESCRIPTION:

CLEANING A WASHROOM

EQUIPMENT:

stocked cart
bucket and wringer
mop handles and mop heads

PROCEDURE:

1. Empty garbage according to procedure.
2. Flush the toilet(s) to clean out trap. Sprinkle cleanser inside toilet bowl(s) and under rim(s). Let sit.
3. Damp dust all vertical and horizontal surfaces, including shelves, cubicles, and hand rails (if applicable).
4. To dust areas you cannot reach, use a according to high dusting procedures. This will be completed as required.
5. Spot wash walls necessary.
6. Spray mirror(s) with window cleaner. Wipe dry with clean cloth. Polish to prevent streaking.
7. Clean and refill dispensers following procedures.
8. Clean sink according to procedure.
9. Clean urinals and toilets following procedures.
10. Damp mop floor according to procedure.
11. Inspect your work.
12. Report any problems to your supervisor.

FREQUENCY Every day

1994 05 12

To: Chairman and Members
Personnel & Organization Committee
Education Centre

From: Elizabeth G. Bond, Superintendent of Program

Re: Report on Job Coach - Transitional Work Experience Program

Report: INFORMATION/ DECISION

BACKGROUND

The Transitional Work Experience Program is a "school to work" transition program which assists high school aged developmentally delayed and physically challenged students. Through actual work settings within the community, students are able to gain work, social and integrative skills necessary to meet the demands of their community environments.

Transitional Work Experience Program has also provided assistance to students in regular secondary programs who have difficulties fulfilling the requirements of the Cooperative Education Program. This link of programs has filled a gap for those students who lack the skills or resources to cope independently within a work environment. Through various modifications and the assistance of job coaches, students are able to apply their experience towards a Cooperative Education credit.

With the increasing demands put forth in the "world of work". Transitional Work Experience Program reduces employment and community barriers and provides opportunities for an increasing number and diversity of students.

- The Program Statistics below indicate the rapid growth of students requiring integration into the community through work experience over the past six years.

Program Statistics

	# of Students	# of Employers
1988 - 1989	5	12
1989 - 1990	17 (5 graduates)	25
1990 - 1991	14 (3 graduates)	35
1991 - 1992	16 (3 graduates)	45
1992 - 1993	19 (1 graduate)	45
1993 - 1994	29 (4 graduates)	50

ISSUE

To determine Board support for renewal of the position of Job coach, Transitional Work Experience Program for the 1994/95 school year.

RECOMMENDATION

That the position of Job Coach, Transitional Work Experience Program (T.W.E.P.) be renewed for the 1994/95 school year.

RATIONALE

a) Projections

Concurrent with the closure of the Vincent Massey Work Experience Program a system wide need to provide alternative work experience to severely handicapped students emerged. Transitional Work Experience Program will assist in the development of a Resource Centre located at Hill Park Secondary School. The Resource Centre will provide structured work stations that will allow students to develop appropriate work and social skills necessary for the transition into adult day programs upon graduation.

This Centre will also provide pre-employment training to those students who are preparing to participate in either the Cooperative Education or Transitional Work Experience Programs. The Resource Centre will act as a base to community resources and will enhance the continuum from school to appropriate day programs or work after graduation.

An additional **15 students** per term are projected due to the link between Transitional Work Experience and Cooperative Education Programs. This does not include the **88 students** from the five satellite classes who on a rotational basis will utilize the work stations provided within the Resource Centre.

Current & Projected Service

Schools	Current	Projected
Hill Park	8	12
Westdale	1	3
S.W.C.	7	11
Sherwood	3	4
Parkview	2	8
Glendale	1	0
Mac Nab	1	1
Coop Special Need Students	4	10
	27	**49**

b) Financial Implication

The salary for a 35 hour week over ten months is in the range of $23,419 - $25, 669. The Job Coach position is included in the 1994 Board approved budget.

Education Centre,
100 Main Street West,
Hamilton, Ontario.
1994 05 12

TO: Chairman and Members
Personnel & Organization Committee
Board of Education for the City of Hamilton

FROM: Senior Officials, Hamilton Board of Education

RE: Referral Motion from the Board Meeting 1994 03 22

REPORT: For Decision

BACKGROUND:

At the Board meeting, 1994 03 02, the following motion, "No school shall be without a person of authority, i.e. principal, vice-principal or principal's assistant during the school day", was referred to Senior Officials.

ISSUE:

To determine the position of Trustees with reference to the referral motion.

RECOMMENDATION:

That as a normal practice, schools with more than one administrator will ensure that there be at least one administrator in the building at all times during the school day.

RATIONALE:

The principals' first priority is their schools. As leaders, accountable to supervisory officers and to the Board, they must be given the professional responsibility to know when it is best to be out of the building for professional commitments or school related business.

. principals will ensure they can be readily contacted. Designated principals in neighbouring schools, supervisory officers are available to provide assistance.

. there are emergency situations which call principals out of their schools unexpectedly, i.e. accidents, illness, pupils who must be taken home etc.

. according to the Education Act, a principal's assistant is not considered a person in authority. Principal's assistants are classroom teachers with a full teaching assignment.

There are 44 Primary/Junior Schools and 10 Middle Schools with only one administrator. There are 22 elementary schools with a vice-principal. Eleven of those are K-8 schools, 4 are middle schools and 7 are primary-junior schools. All secondary schools have at least one vice-principal and most have two.

. the role of the principal is changing. In a time of decreased resources, and increased demands on education, they have become each other's greatest resource. Principals and vice-principals need to network, dialogue, plan and problem solve together, both in and between the panels.

. in the current time, restructuring of the Board has resulted in many system tasks being designated to principals and vice-principals. They are now key participants in the promotion process and in the hiring process for various groups of employees. Principals and vice-principals are also involved in area and system budgeting and training for a wide range of committees and task groups.

. committee work is a key aspect of the principals' responsibility to the system and their input and recommendations are both critical and valued. If we are to do business in a new way, we must continue to work collaboratively to make decisions. The principals and vice-principals are the agents of change in our system. Their input is critical to the successful implementation of new policies and structures in our Board.

. principals and vice-principals make important contributions to many departments within the Board. By law, principals must be on IPRC Panels and they work with the Special Education Department on a rotating basis. They provide a liaison between the schools and Board Departments on issues relating to budget, program, plant and human resources. Recently, principals have become involved in raising their awareness of collective bargaining agreements to promote effective staff relations with all groups.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 05 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. ***PROBATIONARY STAFF APPOINTMENTS*** - Nil

2. ***PERMANENT STAFF APPOINTMENTS*** - Nil

3. ***PROMOTIONS*** - Nil

4. ***INTERNAL APPOINTMENTS*** - Nil

5. ***TIMETABLE CHANGES*** - Nil

6. ***RETIREMENTS***

(a) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Lloyd Christmas (Section Leader, Clerical & Technical Staff), 1994 06 30
Jean Doiron (Cleaner, Cleaning Staff), 1994 06 30
Alice Farrenden (Cleaner, Cleaning Staff), 1994 06 30
Lillian Gawthorn (Cleaner, Cleaning Staff), 1994 09 20
Robert Maunders (Caretaker, Caretaking & Maintenance Staff), 1994 06 30
Margaret Rushton (Cleaner, Cleaning Staff), 1994 06 30

7. ***LEAVING EMPLOYMENT*** - Nil

8. ***LEAVES***

Leave of Absence

(a) That the request of Zora Milanovic (Secretary, Clerical & Technical Staff) for a Leave of Absence, effective 1994 07 04 to 1995 01 06, be granted.

9. ***OCCASIONAL STAFF APPOINTMENTS*** - Nil

10. OTHERS

(a) We regret to announce the death of Dorothy Collingwood (Secretary, Clerical & Technical Staff) on 1994 04 24.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1994
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66	449.16	449.16	449.16					434.86
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00					46.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95					1,569.95
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67	843.67	843.67	843.67					781.67
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00	86.00	86.00	86.00					84.00
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00	38.00	38.00	38.00					37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00					13.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67	13.33	13.33	13.33					13.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25	85.25	85.25	85.25					85.25
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64					7.64
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71					1.71
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14	17.14	17.14	17.14					17.14
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17					231.17
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12					4.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00					209.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00	311.00	310.00	310.00					309.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55	37.55	37.55	37.55					34.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33					4.33
- Admin											0.50	0.50	0.50	0.50					0.50
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52					3,884.22
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706	4,706	4,705	4,705					4,540
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003	18,003	18,003	18,003					18,000
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737	26,704	26,682	26,618					**26,905
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688	11,660	11,469	11,113					**12,647
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755	797	748	705					**915
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468	469	465	462					**489
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161	161	161	161					**160
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809	39,791	39,525	39,059					**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources May 12, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20.0	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH	14.0	30.5	224.0	4.0	4.0	23.5	1.0	16.0	22.0	294.5	477.5	38,232	35,718	73,950
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		83.5	776.0	14.0	17.5	96.5	4.5	18.5	67.5	994.5	1193.5	123,493	119,344	242,837
% Of Total			78.0	1.4	1.8	9.7	0.5	1.9	6.8					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21.0	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20.0	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH	14.5	19.0	785.5	7.0	7.0	23.0	55.0	11.0	48.5	937.0	1279.0	105,286	86,754	192,040
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		53.0	3603.0	20.5	20.0	83.0	158.5	15.5	182.0	4082.5	4598.0	469,612	267,204	736,817
% Of Total			88.3	0.5	0.5	2.0	3.9	0.4	4.5					

REPORT OF SUPPLY TEACHER USAGE - MARCH 31, 1994

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0	23.0	90.5	56.0	3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH	49.5	1009.5	11.0	11.0	46.5	56.0	27.0	70.5	1231.5	1756.5	143,518	122,472	265,990	
APRIL														
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	136.5	4379.0	34.5	37.5	179.5	163.0	34.0	249.5	5077.0	5791.5	593,105	386,548	979,654	32.7
% Of Total		86.3	0.7	0.7	3.5	3.2	0.7	4.9						

1994 BUDGET
$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1994

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
JANUARY	21	565	319	63	393	1,340	61,078
FEBRUARY	20	520	320	60	234	1,134	56,958
MARCH	23	726	434	80	255	1,495	78,920
APRIL							
MAY							
JUNE							
JULY							
AUGUST							
SEPTEMBER							
OCTOBER							
NOVEMBER							
DECEMBER							
TOTALS		1,811	1,073	203	882	3,969	196,956

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
May 12, 1994.

1993 AND 1994 TEMPORARY ASSISTANCE EXPENDITURES

	1993 BUDGET	YTD EXPENSE AS OF DEC 31/93	1994 BUDGET	YTD EXPENSE AS OF MAR 31/94	EXPLANATION
Central Depts. & Area Offices					
- Admin. Services	7,400	22,715		3,092	Replacement for illness in Printing Dept. Early morning dispatching for supply tchrs, clerical etc.
- Computer Services	67,750	70,393		1,139	IIS Project Assistance. Co-op Student, illness replacement
- Director's Office	4,700	3,219			
- Ed Centre (General)	2,000				
- Finance	36,000	9,766			
- Human Resources	22,100	26,205		7,662	Tchrs Seniority List. Replacement for illness.
- Program Departments	222,160	258,231		14,773	Christie Conserv., Kit Services, IPRC clerical assistance, Software Technician (*see note below) Accomodation assistance, Paikin Library students
- Area 1 Office	13,000	29,850			
- Area 2 Office	5,000	3,126			
- Area 3 Office	1,000	1,517			
- Area 4 Office	5,000	3,127			
- Area 5 Office	1,600	682			
School Services					
- Student Assistance	70,000	60,936		12,348	Library Student Assistance
- Elementary School Clerical	86,000	65,547		15,813	Replacement for illness
- Secondary School Clerical	46,000	51,389		15,961	Replacement for illness
- Equipment Repair	22,000	17,986		2,995	Co-op Student
Regular Day School					
- Student Assistance	26,000	21,848		2,399	Science Lab/ Textbook Student Assistance
Plant Operation	37,000	14			
Plant Maintenance	30,500	28,938		6,262	Replacement for illness
Other Operating	7,600	5,966			
GRAND TOTAL	**$712,810**	**$681,455**	**ACTUAL $ TO FOLLOW**	**$82,444**	

*Software Tech - cost will be offset by perm payroll savings upto Feb 1/94

Prepared by Human Resources
Date: May 12, 1994

Education Centre
100 Main Street West
Hamilton, Ontario
1994 05 12

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. ***PROBATIONARY STAFF APPOINTMENTS*** - Nil

2. ***PERMANENT STAFF APPOINTMENTS*** - Nil

3. ***PROMOTIONS*** - Nil

4. ***INTERNAL APPOINTMENTS*** - Nil

5. ***TIMETABLE CHANGES***

(a) That the following timetable changes be approved, effective as shown, with salary according to the salary schedule:

Linda Smith (S), 1/3 to 2/3, 1994 03 23 to 1994 06 30
Rebecca Southern (S), 2/3 to 3/3, 1994 04 11 to 1994 06 30
Mark Spera (S), 2/3 to 3/3, 1994 04 21 to 1994 06 30
Barbara Swan (S), 2/3 to 3/3, 1994 03 23 to 1994 06 30

(Replacements)

6. ***RETIREMENTS***

(a) (i) That the resignations of the following Principals, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid:

Leo Aurini (S)
James Illman (E)
Ronald Zavitz (S)

(b) (ii) That the resignations of the following teachers, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid:

Judith A. Allen (E)
Patricia G. Barton (E)
Raleigh Child (S)
Edward Cole (S)
Robert B. Cruickshanks (E)
Patricia Davidson (E)
Ruth G. Davidson (E)
Hugh Fiddes (S)
Keith Gaiser (S)
Valdis Grinberg (S)
Valerie Haines (S)
Eleanor Illman (E)
Edna M. James (E)
Samuel Kawazoye (S)
Donald Kott (S)
Marguerite Larmand (S)
Edward Lewis (S)
Marjorie Lowes (E)
Eileen R. MacCarthy (E)
Marjorie MacDonald (E)
Ann Manson (E)
Donna McDermott (E)
Carole McKinlay (S)
Helen Mowbray (S)
Sylvia Moyle (E)
Allan Mutart (E)
Carl Ouellette (S)
Ruth Philip (S)
Dennis Richardson (S)
Donna Robertson (E)
Pamela Stansfield (E)
Shirley A. Todd (E)
Henry Vermeulen (S)
John Webster (S)
Bradley Whittaker (E)
James Wilson (S)

(b) That the resignation of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Janet Wales (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 06 30

7. ***LEAVING EMPLOYMENT***

(a) That the date for the following teacher to leave the employ of the Board be approved:

Laura Dowling (S), 1994 08 31

8. ***LEAVES***

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Jane Aitken (E), 1994 09 01 to 1994 12 31
Lisa Bingleman (E), 1994 06 01 to 1994 12 31
Linda Chenoweth (E), 1994 05 24 to 1994 08 31
Nancy Cooper (E), 1994 05 30 to 1995 01 27
Terri-Ann Crewson (E), 1994 09 12 to 1994 12 19
Anita Dunn (E), 1994 07 13 to 1995 01 20
Mary Legacy (S), 1994 06 30 to 1995 01 31
Mary Rinas-Smyth (S), 1994 06 20 to 1994 12 31
Cynthia Robinson (E), 1994 05 09 to 1995 01 06
David Simpson (S), 1994 09 01 to 1995 08 31
Carrie Tyrosvoutis (E), 1994 05 16 to 1994 12 31
Patrizia Vitucci-Di Santo (S), 1994 07 21 to 1995 01 31

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Josie Falletta (School Social Worker, Professional Student Services Personnel), 1994 09 06 to 1995 03 03
Gail Glenny-Burke (School Social Worker, Professional Student Services Personnel), 1994 05 16 to 1994 09 02
Marian Kostur (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 03 06 to 1994 06 30
Pauline Vanderwal (Secretary, Clerical and Technical Staff), 1994 05 09 to 1994 07 29

Leave Extension

(a) That the requests of the following teachers for extensions of their Leaves of Absence, effective as shown, be granted:

George Omorean (S), 1994 09 01 to 1995 01 31
Brian Radke (S), 1994 09 01 to 1995 08 31
Douglas Robb (S), 1994 09 01 to 1995 08 31
Marjorie Steele (E), 1994 09 01 to 1995 08 31
Donna Talbot (E), 1994 09 01 to 1995 08 31

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Assunta Consoli (S) at a previous meeting be changed to 1994 04 15 to 1995 01 27.

(b) That the effective dates of the Leaves of Absence granted to the following staff at previous meetings be changed:

Damaris Pizzolante (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 03 01 to 1994 04 15
Cindy Wolf (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 02 03 to 1994 06 02

Return from Leave

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Ann Afinec (E), 1994 09 01
Christine Fotheringham (E), 1994 05 09
Dawn Martens (E), 1994 06 20 (.5)
Nancy Niessen (E), 1994 09 26
Ryan Scott (S), 1994 09 01
Cynthia Thomas (E), 1994 09 01

(b) That the following staff be returned from their Leaves of Absence, effective as shown:

Elizabeth Rinas (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 05 02
Sharon Slater (Secretary, Secondary School Clerical & Secretarial Staff), 1994 04 25

9. LONG TERM OCCASIONAL STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Long Term Occasional Staff, effective as shown, with salary according to the salary schedule:

David Alchin (S), 1994 03 04 to further notice
Teresa Anderson (E), 1994 03 23 to further notice
Lori-Lyn Bradley (E), 1994 02 17 to further notice
Shanti Bray (E), 1994 03 31 to 1994 06 29
Vera Chaimovitz (E), 1994 02 08 to 1994 04 07 (.5)
Jennifer Clayton (E), 1994 04 11 to 1994 06 29
Suzanne Contant (E), 1994 03 23 to 1994 06 29
Joanna Crapsi (E), 1994 04 18 to 1994 06 29
Elizabeth Feightner (E), 1994 02 28 to further notice (.5)
Lois Giacinti (E), 1994 03 29 to further notice
Ilse Gieselmann (E), 1994 02 18 to 1994 03 10
Corinna Grohmann (E), 1994 02 11 to 1994 04 29
Anne Harrison (E), 1994 03 10 to further notice
Andrea Hart (E), 1994 04 05 to 1994 06 29 (.5)
Patricia Harton-McCord (E), 1994 03 01 to further notice (.5)
David Holmes (S), 1994 03 07 to further notice
Craig Ireland (E), 1994 03 23 to further notice
Susan Kallsen (E), 1994 03 23 to 1994 06 29 (.5)
Janice Kovar (S), 1994 02 21 to further notice
Margaret Linton (E), 1994 03 23 to 1994 04 15
Catherine MacRae (E), 1994 03 23 to further notice
Laurie Miller (E), 1994 02 25 to further notice (.5)
Gordon Parsons (E), 1994 03 23 to further notice
Geraldine Sloan (S), 1994 01 31 to 1994 06 29
Deborah Smith (E), 1994 02 28 to further notice (.5)
Cheryl Stewart (E), 1994 04 08 to further notice
Sherry Szumlinski (E), 1994 02 01 to 1994 04 07 (.5)
Sherry Szumlinski (E), 1994 04 11 to 1994 06 29
Elaine Tamblyn (E), 1994 03 09 to further notice
Rupert Wilson (S), 1994 04 05 to further notice
Connie Wilson-McLellan (E), 1994 02 28 to further notice

10. OTHERS - Nil

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 06 09

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Response from the Officials to the Presentation by C.U.P.E., Local 1344 re the Workload Study (Plant Department)
   [Note: The response from the Officials will be formulated after the Workshop on Monday, 1994 06 06.]

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 1 to 2**
2.	Staffing Report	**Page 3**
3.	Report on Supply Teachers	**Pages 4 to 5**
4.	Annual Report – Occupational Health and Safety	**Pages 6 to 11**
5.	Annual Report – Race Relations and Ethnocultural Equity Policy	**Pages 12 to 19**
6.	September Meeting Date	**Page 20**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 21 to 24**
2.	Requests for "Four over Five" Plan	**Page 25**
3.	Report re Recovery of Cost Through Insurance – Educational Assistants	**Pages 26 to 36**
4.	Report re Positions of Responsibility/Administrators Presently in the Pool, 1994 09 01	**Pages 37 to 39**
5.	Request for a Report on the Lunchroom Program – Trustee Stewart	
6.	Consultation for Placement of Principals – Requested by Trustee Bishop	

Education Centre
100 Main Street West
Hamilton, Ontario
1994 06 09

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS Nil

2. PERMANENT STAFF APPOINTMENTS

Confirmation

(a) That the following staff be confirmed in the position stated, effective as shown:

Judith Bell (Assistant, Staff Development, Clerical and Technical Staff), 1994 06 30

3. PROMOTIONS

(a) That Stella Gibson, present Co-ordinator of Physical and Health Education, be reassigned as Program Co-ordinator with responsibilities for Physical and Health Education and Guidance, effective 1994 09 01, within the present three year term (1993 09 01 to 1996 08 31), with salary according to the salary schedule.

4. INTERNAL APPOINTMENTS

(a) That the appointment of the following staff to the positions stated, be extended, effective as shown, with salary according to the salary schedule:

Ruth Brandon (Consultant - Computers in Education), 1994 09 01 to 1995 06 30
Robert Chapman (Special Assignment - Assessment, Evaluation and Reporting), 1994 09 01 to 1995 08 31
Gary Gibson (Consultant - Media), 1994 09 01 to 1995 06 30
John Henry (Co-ordinator - Science), 1994 09 01 to 1995 08 31
Katherine Hibbons (Co-ordinator - Family Studies) 1994 09 01 to 1995 08 31
Jeffrey Nichol (Consultant - Outdoor/Environmental), 1994 09 01 to 1995 06 30
Neville Nunes (Consultant - ESL/ESLD), 1994 09 01 to 1995 06 30
Bryan Schofield (Supervisor - Adjustment Services), 1994 09 01 to 1995 08 31
Giselle Whyte (Consultant - Partners in Action), 1994 09 01 to 1995 06 30

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret:

Ann Cuthbertson (Cleaner, Cleaning Staff), 1994 05 13
Shirley Hornsby (Cleaner, Cleaning Staff), 1994 06 30
Agnes Laurie (Cleaner, Cleaning Staff), 1993 12 07

7. *LEAVING EMPLOYMENT*

(a) That the date for the following staff to leave the employ of the Board be approved:

Janice Northey (Data Processing Clerk, Clerical and Technical Staff), 1994 05 12

8. *LEAVES*

Leave of Absence

(a) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Darlene Bennett-Bauer (Psychoeducational Consultant, Professional Student Services Personnel), 1994 09 01 to 1995 06 30 (.4)
Richard Hazell (Software Technician, Clerical and Technical Staff), 1994 06 06 to 1994 09 02

Return from Leave of Absence

(a) That the following staff be returned from their Leaves of Absence, effective as shown:

Donna Beattie (Budget Analyst Clerk, Clerical and Technical Staff), 1994 06 08
Jean Pierre Braband (Accounts Payable Clerk, Clerical and Technical Staff), 1994 05 16

9. *OTHERS* - Nil

Respectfully submitted,

Richard W. Binns.
Superintendent of Human resources.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1994
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66	449.16	449.16	449.16	449.16				434.86
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00				46.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95				1,569.95
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67	843.67	843.67	843.67	843.67				781.67
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00	86.00	86.00	86.00	86.00				84.00
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00	38.00	38.00	38.00	38.00				37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00				13.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67	13.33	13.33	13.33					13.33
															13.33				
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25	85.25	85.25	85.25	85.25				85.25
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64				7.64
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71				1.71
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14	17.14	17.14	17.14	17.14				17.14
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17				231.17
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12				4.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00				209.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00	311.00	310.00	310.00	310.00				309.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55	37.55	37.55	37.55	37.55				34.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33				4.33
- Admin											0.50	0.50	0.50	0.50	0.50				0.50
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52	4,055.52				3,884.22
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706	4,706	4,705	4,705	4,705				4,540
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003	18,003	18,003	18,003	18,003				18,000
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737	26,704	26,682	26,618	26,590				**26,905
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688	11,660	11,469	11,113	10,911				**12,647
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755	797	748	705	678				**915
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468	469	465	462	454				**489
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161	161	161	161	161				**160
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809	39,791	39,525	39,059	38,794				**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources June 2, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20.0	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH	14.0	30.5	224.0	4.0	4.0	23.5	1.0	16.0	22.0	294.5	477.5	38,232	35,718	73,950
APRIL	18.0	36.5	295.0	14.0	7.0	17.5		5.5	40.0	379.0	495.5	54,475	35,183	89,658
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		120.0	1071.0	28.0	24.5	114.0	4.5	24.0	107.5	1373.5	1689.0	177,968	154,527	332,495
% Of Total			78.0	2.0	1.8	8.3	0.3	1.7	7.8					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21.0	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20.0	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH	14.5	19.0	785.5	7.0	7.0	23.0	55.0	11.0	48.5	937.0	1279.0	105,286	86,754	192,040
APRIL	19.0	49.5	1469.0	3.0	24.0	43.0	101.0	1.5	82.0	1723.5	1699.5	223,209	60,210	283,419
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		102.5	5072.0	23.5	44.0	126.0	259.5	17.0	264.0	5806.0	6297.5	692,821	327,414	1,020,236
% Of Total			87.4	0.4	0.8	2.2	4.5	0.3	4.5					

REPORT OF SUPPLY TEACHER USAGE - APRIL 30, 1994

SECONDARY & ELEMENTARY

MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0	23.0	90.5	56.0	3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH	49.5	1009.5	11.0	11.0	46.5	56.0	27.0	70.5	1231.5	1756.5	143,518	122,472	265,990	
APRIL	86.0	1764.0	17.0	31.0	60.5	101.0	7.0	122.0	2102.5	2195.0	277,684	95,393	373,077	
MAY														
JUNE														
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	222.5	6143.0	51.5	68.5	240.0	264.0	41.0	371.5	7179.5	7986.5	870,789	481,941	1,352,731	45.1
% Of Total		85.6	0.7	1.0	3.3	3.7	0.6	5.2						

1994 BUDGET
$3,000,000

TO: The Chairman and Members of the Personnel and Organization Committee

FROM: Rick Binns
Superintendent, Human Resources

RE: ANNUAL REPORT - OCCUPATIONAL HEALTH & SAFETY

BACKGROUND:

- This Board's accident experience had become a focus of concern. Previous accidents have been excessive resulting in increased Workers' Compensation Board (WCB) costs
- The Board has been moving proactively in the area of Occupational Health and Safety
- An Annual Report on the Occupational Health and Safety Program is to be presented to the Board in June of each year

ISSUE:

To provide information on our current WCB experience and Occupational Health and Safety Program

RECOMMENDATION:

1) That this report be recieved for information

2) That the Occupational Health and Safety Department continue to initiate and maintain appropriate Occupational Health and Safety' programs to meet the needs of the Board

RATIONALE:

- An Annual Report is necessary for the Board to be aware of Occupational Health and Safety issues that effect the employees of the Board

Please review the attached Appendixes

Appendix A	1993 Accident Statistics
Appendix B	Overview of Accident Statistics
Appendix C	Summary of the Occupation Health and Safety Program
Appendix D	New Occupational Health and Safety Iniatives/challenges for 1994

- It is recognized that a safe work place will promote an environment condusive for learning

Prepared By William V. Urie CET
Coordinator Occupational Health and Safety

SAFETY ANNUAL REPORT

ACCIDENT STATISTICS

APPENDIX A

	1990	1991	1992	1993	April 1994	April 1993
INCIDENTS						
Lost Time	205	200	203	148	53	63
Medical Aid	174	226	211	210	81	72
First Aid	826	886	881	818	277	211
WCB ASSESSMENT						
Assessment	$750,600	$818,300	$960,000	$988,000	$1,200,000	
Actual Cost	$705,783	$946,000	$1,280,000	$849,802		
ALL ACCIDENTS BY MAJOR OCCUPATION						
Teachers-Secondary		45	50	45	16	
Teachers-Elementary		194	227	210	35	
Education Assistant		74	82	100	12	
Caretaker(Firemen)		138	101	133	25	
Cleaners		188	130	146	27	
Lunchroom Supervisor		60	51	60	10	
Maintenance		18	12	10	2	
ACCIDENT TYPE						
Cuts/Bruise		95	61	58	10	
Student Aggression		55	52	77	13	
Slips/Falls		237	272	281	76	
Struck By		155	143	126	20	
Strains		181	183	191	52	
Struck agnst/Contact		83	63	79	12	
BY BODY PARTS						
Leg		250	160	236	40	
Back		347	210	233	72	
Hand		257	144	205	48	
Arm		206	121	168	41	
Shoulder		152	82	100	34	
Head		145	81	90	24	
Foot		105	50	85	10	
BY LOCATION						
Classroom		380	215	264	41	
Portables		17	4	15	3	
Halls		220	135	114	26	
Stairs		93	53	70	17	
Parking Lot		54	31	32	19	
Outside Walkways		64	38	28	12	
Playgrounds		120	68	78	11	
School Trip		37	19	24	3	
Gym		92	50	55	13	

APPENDIX B

OVERVIEW OF ACCIDENT STATISTICS

INCIDENTS

- 1993 had a significant reduction (27%)in lost time injuries compared to previous years
- lost time injuries to date (April/94) 53, are in line with 1993 figures
- First aid statistics for April/94 are 31% higher than April/93

WORKERS' COMPENSATION BOARD (WCB) ASSESSMENT

- 1994 increase in WCB annual assessment (22%) to $1,200,000 due to an increased assessment for 0.55 to 0.62 per $100.00/payroll
- 1993 actual WCB cost experience improved dramatically (33%) a result of a reduction in lost time claims, increased WCB claim management and a proactive return to modified work strategy

ALL ACCIDENTS BY MAJOR OCCUPATION

- **Teachers - Elementary (1993) 210 total incidents**

lost time	26	slip/fall	96
health care	44	struck by	39
first aid	140	student aggession	28
		strains	19

- **Cleaners (1993) 146 total incidents**

lost time	25	slip/fall	20
health care	22	struck by	12
first aid	51	struck against	11
		cuts/bruises	10
		strains	33

ACCIDENT TYPE

- ***Slips and falls***, for both same level and different level are a significant proportion of our accident experience. Generally, these types of accidents occur on icy walkways, wet hallways and when individuals are in a hurry. Footwear is always a consideration.

BREAK DOWN BY MAJOR OCCUPATION

	TOTAL	L/T	H/C	F/A
Teacher-Elementary	96	11	19	66
Cleaner	34	10	5	20
Educational Assistant	26	3	3	20
Lunchroom	23	4	6	13
Caretaker	20	4	5	11

APPENDIX C

MAJOR COMPONENTS OF THE OCCUPATIONAL HEALTH AND SAFETY PROGRAM

STAFF: Coordinator Occupational Health and Safety
Safety Technician
Safety Clerk (WCB)

Total employees	4,705
Number of work sites	113

Coordination and resource to the School Joint Health and Safety Committee and the Plant Joint Health and Safety Committee

Coordination, training and monitoring of School inspections conducted by the Joint Health and Safety Committee(s)

Workplace Hazard Materials Information System (WHMIS) compliance as it relates to training of all staff, maintaining school WHMIS binders and preparation of Workplace labels.

Assist in the Orientation of all new staff, including supply and casual staff in General Safety, Asbestos and WHMIS. As well as coordinating regular staff training in the areas of ladders and scaffolds, first aid etc.

Conduct Workplace testing and assessment in the areas of indoor air quality, asbestos monitoring and use of chemicals and substances

Respond to requests for assistance from schools in relation to emergencies, ie student or staff health and /or safety concerns

Conduct accident investigations were necessary.

Administer WCB claims, which includes accuracy, clarification, accountability and monitoring

Initiate and facilitate a return to modified work if appropriate for those workers on WCB through the assistance and iniative of the Employment Services Representative

APPENDIX D

NEW OCCUPATIONAL HEALTH AND SAFETY INITIATIVES/CHALLENGES FOR 1994

- School Boards to be included in the WCB NEER, experience rating for 1995
- Ministry of Labour proposed legislation relating to Generic Substances
- Revised First Aid regulations being developed by the Workplace Agency
- Need to establish an Emergency Preparedness Procedure in conjunction with our Municipal partners

1994 06 09

TO: Chairman and Members
Personnel and Organization Committee
Education Centre

FROM: Rick Binns, Superintendent of Human Resources

RE: Race Relations and Ethnocultural Equity Annual Report
Part 1 Change Your Future Program
Part 2 of Annual report is to be presented at September meeting

REPORT: Decision

BACKGROUND

The Hamilton Board of Education was offered the opportunity for us to participate in the **Change Your Future Program** for the 1993-1994 school year. A proposal forwarded and approved by the Ministry of Citizenship and Anti-Racism Secretariat. An Advisory committee was established and Mila Mansaram was hired for the position of **Change Your Future Program Counselor**. The program was fully funded in the amount of $39,000.

ISSUE

Due to the success of the program throughout the province, the Ministry is providing 3/4 of the funding for 1994-1995, with the request that the Boards provide the remaining $10,000. We understand that the $30,000 grant from the Ministry will be forthcoming whether or not the Boards provide the additional $10, 000. Some Boards will be attempting to raise the difference by seeking support from the community.

RECOMMENDATIONS

1) The **Change Your Future Program** continue for 1994 - 1995.
2) The Hamilton Board of Education accept the $30,000 funding from the Ministry of Citizenship for 1994-1995.
3) The Change Your Future Advisory Committee continue to explore the acquisition of the further $10,000 from the community.

RATIONALE

- Success of the CYF Program
- An expansion of the program in other schools
- A definite need for students
- Ministry of Citizenship is providing 3/4 of the CYF program cost
- Much support from the community i.e. linking the students for Job Shadowing
- Five year Race Relations policy and procedure that will be implemented will be focusing on programs like Change Your Future for youth; a future direction.

APPENDICES

1. Letter from Assistant Deputy Minister
2. Letter from Donald Goodridge
3. CYF Program proposal 1993-1994
4. Hamilton Spectator Article
5. Mountain News Article

PREPARED BY: Irene Sushko and Mila Mansaram

Ontario

cc Rick / Mary
Irene
Paul

Ministry of Citizenship

Ministère des Affaires civiques

Ontario Anti-Racism Secretariat
77 Bloor Street West, 16th Floor
Toronto, Ontario
M7A 2R9
Tel: (416) 326-9713
Fax: (416) 326-9725

Secrétariat ontarien à L'Antiracisme
77, rue Bloor ouest, 16e étage
Toronto (Ontario)
M7A 2R9
Tél: (416) 326-9713
Téléc: (416) 326-9725

May 18, 1994

Your File:

Our File:

OFFICE OF THE
MAY 24 1994
DIRECTOR OF EDUCATION

Mr. Donald Goodridge
Director
The Board of Education for the City of Hamilton
100 Main Street West
Hamilton, Ontario
L8N 3L1

Dear Mr. Goodridge:

During this past school year, I have heard a great deal from school staff, parents and students about the void filled by the Change Your Future (CYF) program. We are, therefore, exploring ways to continue the CYF program through a critical stage in its development. Our broad goals for 1994-1995 are in three areas:

- **To encourage greater involvement of parent and business communities in the ongoing development of the CYF program:**

CYF counsellors have been working closely with some parents, community organizations and business corporations to develop supportive relationships and programs. One example of this is through the Alliance of Jamaican Alumni Associations (AJAA). A pilot job shadowing/mentoring program involving five major chartered banks, Toronto Dominion, Canadian Imperial Bank of Commerce, Royal Bank, Bank of Nova Scotia and Bank of Montreal was launched in September 1993. The students talk about it giving them hope for the future, motivating them to continue in school and helping them make the connection between school and work. The pilot's success was also highlighted by students at a conference held by the Metro Toronto Learning Partnership in April 1994. As a result, other major private sector businesses have expressed an interest in becoming involved in the CYF program. This interest as well as a commitment from AJAA for its continued involvement have urged us to increase the community/business involvement.

- **To produce curriculum materials and resources that could be shared among all Boards of Education:**

These are essential to the on-going delivery of a successful CYF program across the Province of Ontario. CYF counsellors deliver a program designed to meet the needs of racial minority students and implement strategies that motivate students and build their self esteem. In so doing, they are creating and using curriculum materials that are culturally sensitive, inclusive and informative. We would like to package these materials, resources and strategies so that they could be shared among all Boards of Education.

- **To continue to publicize the success and benefits of the CYF program:**

Significant improvement in outcomes related to school retention, academic performance, graduation rates and employment activities have been well documented over the past two years. Students, parents and counsellors have made several presentations to share information and promote the CYF program. We would like to continue to publicize the success and benefits of a program that works for "at risk" racial minority students.

In order to achieve the above, the Secretariat will ensure that funding in the amount of $30,000 is transferred to your Board for the school year 1994-1995 to assist with continuing the services of the CYF Counsellor. Since your Board received funding in the amount of approximately $40,000 for the school year 1993-1994, we would like you to contribute the remaining amount (approximately $10,000) needed to cover the salary and benefits of your CYF Counsellor and to continue to absorb program costs such as administration and supplies.

Please let me know by June 30, 1994 if your board is willing to continue the CYF program under the proposed funding arrangement. Our main contact at your Board has been Irene Sushko who has more detailed information about the CYF program.

Thank you for your involvement in the CYF program. I look forward to your response.

Yours truly,

A M Stewart

Anne-Marie Stewart
Assistant Deputy Minister

c.c.: Dr. Ouida M. Wright, Assistant Deputy Minister,
Anti-Racism, Access & Equity Division, Ministry of Education & Training
Felicity Somerset, Senior Manager, Public Sector Unit, OARS
Myrna Tidd, CYF Program Co-ordinator
Irene Sushko, CYF Project Supervisor

The Board of Education for the City of Hamilton
Le Conseil de l'éducation de la ville de Hamilton

[illegible] Main Street West
[illegible]milton, Ontario
Telephone (416) 527-5092
Fax (416) 521-2539

100 ouest, rue Main
Hamilton (Ontario)
Téléphone (416) 527-5092
Fac-similé (416) 521-2539

Director of Education & Secretary

Directeur de l'éducation et secrétaire

June 15, 1993

Myrna Tidd
Project Coordinator
Ontario Anti-Racism Secretariat
77 Bloor Street West, 16th Floor
Toronto, Ontario M7A 2R9

Dear Ms Tidd:

Thank you for the opportunity of applying for funding for the "Change Your Future" program. We very strongly believe that at this time, a great deal of effort needs to be concentrated in the area of assisting our aboriginal and visible minority youth in becoming productive members of Canadian society. In order to effectively carry this out our Board intends to identify and work toward eradicating the existing barriers that hinder the social and academic progress of our students, specifically those belonging to racial minority groups. In doing so we will be successful in producing a society in which we collectively want to live, a society without barriers, where open minds open the door to the future. Your invitation to participate in this program is most welcome.

Upon receiving your letter of invitation we embarked on the process of preparing a proposal on behalf of our Board. We called for and received information from Boards that have already participated in the program and found these very helpful.

Our proposal is in a format that responds to the questions in the proposal guideline. We expanded the area of employment for the students (questions 4 & 5) by adding "volunteer organizations" and "job shadowing" to meet the current trend of a lack of jobs that is so prevalent at this time within our community. To meet the fact that a significant percentage of our students at the high school level are self-supporting we have added "guardian/influential other" to any area that refers to the parental role.

We have contacted a number of groups, businesses and individuals who have declared their support for our participation in this program. Due to the time constraints, since receiving your letter on June 1st, all letters of support have not been received at this time, but will be forwarded as soon as possible.

The contact person for the project at our Board will be Irene Sushko, Affirmative Action/Employment Equity Coordinator, who provides coordination and support services for our Race Relations and Ethnocultural Equity Policy.

Once again, thank you for this opportunity. We look forward to participating in this exciting and worthwhile program.

Yours truly

Donald W. Goodridge
Director of Education and Secretary

Mailing Address
P.O. Box 2558
Hamilton, Ontario
L8N 3L1

Adresse postale
C.P. 2558
Hamilton (Ontario)
L8N 3L1

"CHANGE YOUR FUTURE" PROGRAM PROPOSAL 1993 - 1994
(Responses to questions 1 - 7 in the Proposal Guideline)

1. *Briefly explain how you would select schools to participate in the proposal application*

- information would be disseminated to all the secondary schools
- staff, guidance counsellors, ESL/ESD consultant and administration would be requested to identify potential participants
- parents would be contacted, involved in identification process, advised of program and made aware of the need for their support
- interview potential candidates for the program

criteria for admission
- unsuccessful academically
- have regular attendance difficulties
- display socially inappropriate behaviour
- exhibit low self-esteem
- require assistance with socialization / cultural adaptation
- would benefit from additional emotional support

commitment to rules and policies
- carry a full course program (at least 3 credits per semester)
- be capable of succeeding
- where applicable parents/guardians/influential others, committed to participate in the contract
- where possible agree to a maximum of 12 hours/week for pre-employment/employment during the school year

selection
- most likely to succeed with the help of this program
- potential for a currently existing Mentor Program with Colleges/Universities

target population
- maximum of 50 students who reflect the mix of our Board's racial minority student population
- basically grades 9 and 10, ages 14 plus

agreement
1) school administration/counsellor/student
2) candidate with counsellor to determine requirements and rules such as:
   self-monitoring
   study skills
   pre-employment skills development

1. *List community groups/parents, volunteer groups, agencies, individuals, etc., who were consulted in the preparation of this proposal*

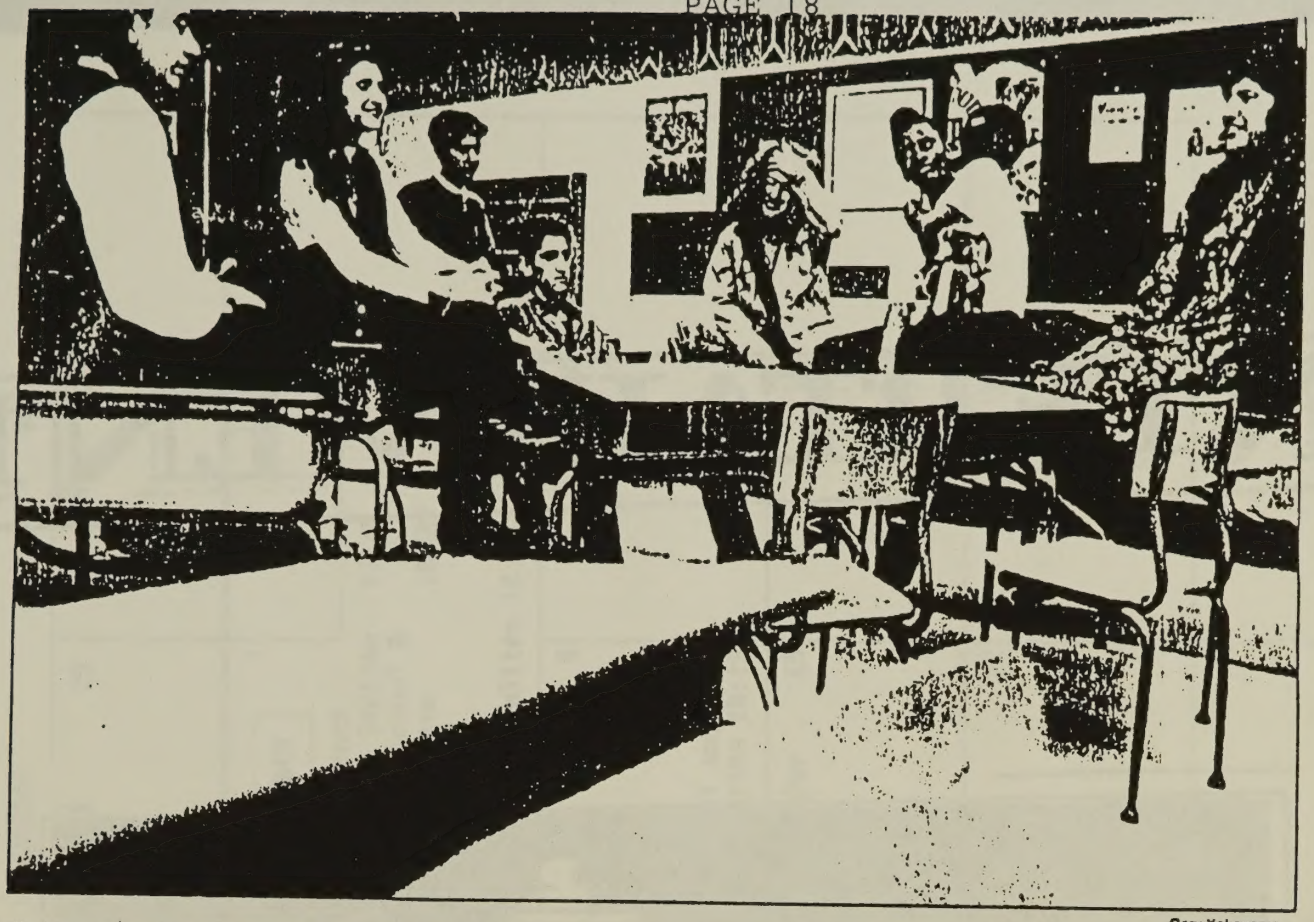
- Anti-Racism Secretariat, Hamilton Branch
- Black Youth Achievements Incorporated
- Hamilton-Wentworth Multicultural Council
- IEC - Industry Educational Council
- Mayor's Race Relations Committee
- SISO - Settlement and Integration Services Organization

5. *List private and public sector employees, volunteer groups, agencies, individuals, etc. who were consulted in the preparation of this proposal*

- Betty Bond, Superintendent of Program, Board of Education for the City of Hamilton
- Bruce Sinclair, Supt. of Human Resources, Board of Education for the City of Hamilton
- Donald Goodridge, Director and Secretary, Board of Education for the City of Hamilton
- Dr. Gary Werner, Director, McMaster International
- Dr. Jeffers Tobi, Psychologist, Brant County Board of Education
- Hamilton-Wentworth Senior Manager's Network
- Inez Daly, Black Youth Achievements Incorporated
- Irene Sushko, Affirmative Action/Employment Equity Coordinator, Board of Education for the City of Hamilton
  Jobs Ontario - Tri-Board Project
- Lee Aurini, Principal, Sir John A. MacDonald Secondary School, Board of Education for the City of Hamilton
- Lee Swan, Principal, Sir Allan MacNab Secondary School, Board of Education for the City of Hamilton
- Marlene Thomas-Osbourne, Co-Chair, Mayor's Race Relations Committee / Ontario Round Table on Anti-Racism
- Mayor Robert Morrow, City of Hamilton
- Neville Nunes, ESL/ESD Consultant, Board of Education for the City of Hamilton/President, Black Youth Achievements Incorporated
- Prof. Patricia Denzer, Dept. of Social Work, McMaster University
- Rick Binns, Superintendent of Schools, Area 3, Board of Education for the City of Hamilton
- Scouter Ward, Consultant, Anti-Racism Secretariat, Ministry of Citizenship
- The Rev. Dr. John Johnston, Trustee, Board of Education for the City of Hamilton

6. *If there are similar programs in your schools, please give examples*
(Although not administered by the Board entirely, we work cooperatively with the following programs)

- WOW - Work Orientation Workshop - ongoing, geared to all students at risk of dropping out of school
- Hamilton Regional Indian Centre - "START" program, geared to students of the Aboriginal Peoples Community at risk of dropping out
  WISE CHOICE, Independent Learning Centre - based at the YMCA. geared to all students who require a drop in centre for assistance



Gary Yokoyama

Mila Mansaram, far right, and the students in her Change Your Future counselling program at Sir Allan MacNab secondary school.

Someone to talk to

Ethnic teens find role model who can change their futures

By CHRISTINE COX
The Spectator

THE TEENAGE years tend to be turbulent, but they can be especially troublesome for adolescents from racial minorities.

In addition to the pressures all high school students face, they may be dealing with problems ranging from racism to clashes with parents who believe Canadian teens have too much freedom.

They need someone to talk to, says Leyla Daneshmand, a grade 11 student at Sir Allan MacNab Secondary School.

"They feel out of place, they're confused, they've put everything (familiar) behind them. They need someone besides their parents, because their parents are new too."

Leyla and other minority students at MacNab are grateful they do have someone to talk to -- Mila Mansaram, 27, a counsellor with a program called Change Your Future.

Funded by the Ontario Anti-Racist Secretariat, Change Your Future is an educational program geared to helping racial minority students succeed in school, in the community and in life.

Ms Mansaram's salary is paid by the province, but her 10-month contract position is with the Hamilton Board of Education. A graduate of the University of Guelph, her background includes supervising a group home for the Halton Children's Aid Society, and working with students in an alternative education program.

"They feel out of place, they're confused, they've put everything (familiar) behind them. They need someone besides their parents, because their parents are new too."

– grade 11 student Leyla Daneshmand

She applied for the Change Your Future job because of her experience in the group home. She found that many of her clients were youths from different cultures, and she had to often be an advocate for them.

Her goal was to help the young people assimilate the positive things from their own cultures, and North American culture.

"I felt I was a positive role model because I am someone from a different culture, and I was able to do that," said Ms Mansaram, who was born in India.

That background is proving valuable in her present job. She has launched the Change Your Future program in two city schools: MacNab, on the west Mountain, and Sir John A. Macdonald, downtown.

One of the program's aims is to assist students at risk of dropping out of school. Others may be referred to the program because they are underachieving, exhibiting low self-esteem or lacking positive adult role models.

The program will help them realize their academic potential, identify career options and develop job search skills. It could include helping them find part-time jobs, volunteer work or job shadowing opportunities.

Some students have problems with cultural adaptation. At school, they try to fit into the Canadian mainstream, but at home they are expected to speak their native language and observe ethnic customs.

Minority students may feel they're not part of the school, or that they're unable to succeed academically.

Racism is an issue too, said Ms Mansaram. "I think that's because of a lack of awareness, a lack of appreciation of other people's cultures."

Students in the program at MacNab like being able to air their frustrations and share their concerns in their group sessions with Ms Mansaram.

"When we have a problem, we can go to her," said Suzette Miller, 15, who came to Canada from Jamaica three years ago. "I wouldn't be afraid to talk to her about anything — I trust her."

"We need a chance to sit down and express ourselves, and let our hearts go free," agreed Shahla Zurar, a grade 11 student who was born in Iran.

Several students said there is racism in the school.

"There's always going to be people who are racist," said Ritchie Ramkisson, 16, whose background is Trinidadian. He finds the group sessions relaxing.

Iranian-born Faramarz Tavazoli, 16, said teachers talk to minority students in a different way than they talk to Canadian students.

Although MacNab vice-principal Barry Coombe does not feel the school has a racism problem, he wholeheartedly supports the Change Your Future program.

"I'm more than pleased to take advantage of it, if it helps even one kid," said Mr. Coombe. "I'm just pleased to have another person talking to kids, trying to help them be successful."

Hamilton Spectator Nov 21 '95

ENTERTAINMENT



Photo by Scott Knowles

SONALEE TANNA (left), Kapil Verma, Tripat Sandhu and Mila Mansaram model Asian fashions at MacNab school's Asian fashion show held last week. The event, organized by the Student Multicultural Advisory Committee kicked off SAM's 25th birthday celebrations.

International showcase at SAM

Scottish highland dancing, Bengali and Punjabi Bhangra dancing, French harp music, the Ukrainian Bandura, French-Canadian fiddle music and Swahili singing were all showcased at Sir Allan MacNab High School last week as the school hosted its first International Showcase.

Organized by the Student Multicultural Advisory Committee to kick off the school's 25th birthday celebrations this year, the event featured many student performers showcasing their talents from their heritage.

NOTE: ALL MEETINGS ARE TENTATIVE, WITH THE EXCEPTION OF THE STANDING COMMITTEES, FRENCH LANGUAGE SECTION AND BOARD, UNTIL CONFIRMED BY THE CHAIRMAN CONCERNED.

AUGUST/SEPTEMBER, 1994

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Canadian Assoc. of Community Living - Excellence and Equity in Educ. Toronto 24th-27th		23 AUGUST Chairs 17:30	24	25	26	
	29	30 French Language Section 19:00		1 SEPTEMBER Special French Language Section 17:45 Special Personnel & Organization 18:00 Special Board followed by Program Committee 18:15	2	
	LABOUR DAY 5 EDUCATION CENTRE CLOSED	Rosh Hashana 6 Operations and Finance 18:15	7	8 Personnel and Organization 18:15	9	
	12	13	14	Yom Kippur 15	16	
	19	20 Board 20:00	21 Special Education Advisory Committee 19:00	22	23	
Canadian Education Assoc.- Building the Link :Education and the Economy Charlottetown 27th-30th	26	27 Chairs 17:30	28	29	30	

Issued 1994 05 25

Education Centre
100 Main Street West
Hamilton, Ontario
1994 06 09

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That the following teachers be appointed to the Probationary Staff, effective 1993 09 01, with salary according to the salary schedule:

Sonia D'Aurelio (E)
Karen Shewfelt (E)

(Replacements)

2. PERMANENT STAFF APPOINTMENTS Nil

3. PROMOTIONS

(a) (i) That the following staff be appointed to the position of Acting Principal of an Elementary School, effective 1994 09 01, with salary according to the salary schedule:

Eto Corcione (E)
John Forbeck (E)

(Replacements)

(ii) That Anne Luxon (E), be appointed to the position of Acting Vice-Principal of an Elementary School, effective 1994 09 01, with salary according to the salary schedule. **(Replacement)**

4. INTERNAL APPOINTMENTS

(a) That the appointment of the following staff to the positions stated, be extended effective 1994 09 01 to 1995 06 30, with salary according to the salary schedule:

Anne Cliffe (E), (Jr/Middle School Consultant - Mountain Office)
Sandra Cole (E), (Special Education Consultant - Mountain Office)

5. TIMETABLE CHANGES Nil

6. *RETIREMENTS*

(a) (i) That the resignation of Stanley Tabbert, Elementary School Principal, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective 1994 06 30, be accepted with regret and that the Board's gratuity be paid:

Janet Duncan (S)
Brenda Little (E)

(iii) That the Board approve payment of the Early Retirement Incentive Plan to the following employees in accordance with the Plans indicated below:

PLAN A - TEACHERS

Judith Allen (E)
Patricia Barton (E)
James Cairns (E)
Norbert Casey (S)
William Chalmers (S)
Raleigh Child (S)
Robert Cruikshanks (E)
Patricia Davidson (E)
Geraldine Dunn (E)
Hugh Fiddes (S)
Keith French (S)
Keith Gaiser (S)
Valdis Grinberg (S)
Clarke Groleau (S)
James Illman (E)
Edna James (E)
Helen Jarvis (E)
Samuel Kawazoye (S)
Kenneth Kemp (E)
Leslie Liss (S)
Richard Kramer (S)
N. John Lee (S)
Edward Lewis (S)
Brenda Little (E)
Marjorie Lowes (E)
Eileen MacCarthy (E)
Marjorie MacDonald (E)
Grace Manning (S)
Donna McDermott (E)
Donald McGeorge (S)
Carole McKinlay (S)
Robert McPherson (E)
Robert Mitchell (S)
Sylvia Moyle (E)
Dorothy O'Halloran (E)
Carl Ouellette (S)
Walter Parsons (S)
Beverley Paul (E)
Ruth Philip (S)
David Plant (S)
Donna Rae Prong (S)
Dennis Richardson (S)
Donna Robertson (E)
Lok Sharma (S)
Margaret Sicurella (E)
Pamela Stansfield (E)
Stanley Tabbert (E)
Evelyn Thompson (E)
Shirley Todd (E)
Gerardus van Dierman (S)
M. Laura Walker (E)
Frances Warden (S)
John Webster (S)
Bradley Whittaker (E)
James Wilson (S)
Ronald Zavitz (S)

PLAN A -EDUCATIONAL ASSISTANTS

Beverly Powell

PLAN B - TEACHERS

Leo Aurini (S)
Edward Cole (S)
Ruth Davidson (E)
Janet Duncan (S)
Wayne Elvins (E)
Edward Graff (S)
Valerie Haines (S)
Carole Hart (E)
Robert Henry (S)
Marilyn Hinks (E)
Beatrice Howes (E)
Eleanor Illman (E)
Donald Kott (S)
Marguerite Larmand (S)
Ann Manson (E)
William McLean (S)
Helen Mowbray (S)
Allan Mutart (E)
John Poot (S)
Andrea Robertson (S)
G. Joan Swain (E)
Henry Vermeulen (S)

7. LEAVING EMPLOYMENT

(a) (i) That the date of 1994 08 31, for the following teachers to leave the employ of the Board be approved:

Sonia D'Aurelio (E)
Etta Hertzberg (S)
Karen Shewfelt (E)

2 Terminations (E)
1 Resignation (S)

(ii) That the resignation request granted to Brenda Little at a previous meeting be rescinded.

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Andrea Bradshaw (E), 1994 09 19 to 1995 03 24
Dina Cadete (E), 1994 08 19 to 1994 08 31
Gordon Cillis (S), 1994 09 01 to 1995 08 31
Kim Compton (E), 1994 09 01 to 1995 08 31
Leslie Downie (E), 1994 07 01 to 1994 08 31
Marion Flis (E), 1994 07 22 to 1995 01 03
Sylvie Francis (E), 1994 07 18 to 1995 03 17
Kelly Kowalchuk (E), 1994 09 01 to 1995 08 31
Paul Kropp (S), 1994 09 01 to 1995 08 31
Cynthia Lea (E), 1994 09 06 to 1995 02 27
Katherine Scarth (S), 1995 02 01 to 1995 08 31
Joyce Whittle (E), 1994 09 01 to 1995 08 31

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Lori DeLuca (Secretary, Clerical and Technical Staff), 1994 08 19 to 1995 02 23
Michelle Horning (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 20 to 1994 12 30
Wendy Lauzon (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 05 16 to 1994 06 30

Anna Ravida-DiFazio (Speech/Language Pathologist, Professional Student Services Personnel), 1994 09 01 to 1996 06 30 (.5)
Leslie Walberg-Hegan (Social Worker, Professional Student Services Personnel), 1994 09 01 to 1995 04 07 (.5)

Leave of Absence - Date Change

(b) That the effective dates of the Leave of Absence granted to Gail Glenny-Burke, Social Worker (Professional Student Services Personnel) at a previous meeting be changed to 1994 05 09 to 1994 09 02.

Leave Extension

(a) That the request of the following teachers for extensions of their Leaves of Absence, effective as shown, be approved:

Jane McGall (S), 1994 09 01 to 1995 08 31
Sharon O'Halloran (E), 1994 09 01 to 1995 08 31

(b) That the request of Cindy Wolf, Educational Assistant (Educational and Lunchroom Assistant Staff) for an extension of her Leave of Absence, effective 1994 06 03 to 1994 10 07, be approved.

Return from Leave of Absence

(a) That the following teachers be returned from Leaves of Absence and assigned teaching duties, effective as shown, with salary according to the salary schedule:

Trevor Chiasson (E), 1994 09 01
Brenda D'Agostino (E), 1994 06 03
William Ewaniak (E), 1994 09 01

(b) That the following staff be returned from Leaves of Absence, effective as shown:

Charmaine Hanley (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 04 11
Janice McLarty (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 05 31
Damaris Pizzolante (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 04 18

9. OTHERS

(a) (i) That the request of James Abbey (S) to relinquish his position as Head of Department (Mathematics) and return to the position of Assistant Department Head (Mathematics), effective 1994 09 01, be granted.

(ii) That the request of Ryan Scott (S) to relinquish his position as Head of Department (Music), effective 1994 09 01 to 1995 08 31, be granted.

Exchanges

(a) That the request of Helen Ashmore (E) for an overseas exchange with a teacher from Australia for the period 1995 01 01 to 1995 12 31, be approved, subject to the condition that a suitable exchange teacher from Australia can be arranged through the Ontario Foundation for Educator Exchange.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

REQUESTS FOR "FOUR OVER FIVE" PLAN

(a) That approval be granted for the request of the following teacher for Leave of Absence under the Salary Holdback Plan ("Four Over Five") of the Collective Agreement, effective as shown:

Joseph Bjegovich (E), 1998 09 01 to 1999 06 30 (1998-99 School Year)

(b) That the effective dates of the request of Keith Archer (S) for a Leave of Absence under the Salary Holdback Plan ("Four Over Five"), approved at a previous meeting, be changed to 1996 09 01 to 1997 06 30 (1996-97 School Year).

(c) That the Board rescind the Leave of Absence granted at a previous meeting to Steven Dunn (S) and approve his request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1996 02 01 to 1996 06 30 (2nd Sem., 1995-96 School Year).

1994 06 09

TO: The Chairman & Members
Personnel & Organization Committee
Board of Education
Hamilton, Ontario

FROM: Rick Binns,
Superintendent of Human Resources

RE: RECOVERY OF COST THROUGH INSURANCE - EDUCATIONAL ASSISTANTS

BACKGROUND

On April 27, 1994, a recommendation was made by the Special Education Advisory Committee that "Insurance companies of parents who request that an Educational Assistant be assigned to work directly with their child who had "acquired brain injury" as a result of an accident be billed by the Board."

A report, providing more information, was requested by the Board.

ISSUE

What are the implications if the Board chooses to recover the cost of providing an educational assistant to work with a child who has acquired brain injury (as a result of a motor vehicle accident) from insurance companies?

RECOMMENDATION

1. Effective 1994 09 01, subject to Board approval, insuring agents of a child whose parent or guardian request that an educational assistant be assigned to work directly with their child who had "acquired brain injury" as a result of a motor vehicle accident be billed by the Board.

2. Such approvals to be reviewed after no more than six months.

3. The Staffing and Accounting Departments develop a procedure for arranging a contract with and billing insurance companies for the services of an educational assistant hired under the above circumstances.

RATIONALE

1. Under normal circumstances, a request for an educational assistant, whether caused by an accident or something else, is initiated by the school principal. The request contains supporting information from special education staff and, where appropriate, medical professionals. This request is reviewed by the Area Committee as per Board Approved Procedures (November 1992 - see Appendix A). Approval is based on individual needs and ability to respond to those needs within the resources available.

2. School Boards nearby do not have formal policies regarding the recovery of the cost of educational assistant services through insurance. However, Appendix B outlines the Norfolk Board's practices.

3. Until January 1, 1994, under "No Fault" Insurance laws, the maximum amount of medical and rehabilitation benefits or expenses was $500,000. The new maximum is $1,000,000.

4. A legal opinion, obtained from Evans, Philp, indicates that the Board could recover the cost of an educational assistant required as a result of injuries sustained in a motor vehicle accident. The assumption underlying that opinion is that the Board is not required by law to provide this service (see Appendix C).

5. It would be necessary for an educational assistant hired to work with a student with acquired brain injury who is paid for with insurance monies to become a member of the union.

Educational Assistants: Guiding Principles

"A"

Educational Assistants

•Educational Assistants are para-professionals whose diverse skills compliment the work of teachers in delivering program to met the individual needs of students.

•Educational Assistants provide assistance to teachers in a variety of program settings to ensure student access to education programs, to enable successful learning for all students and to promote a level of independence appropriate to all students.

Shifts from Current Practice

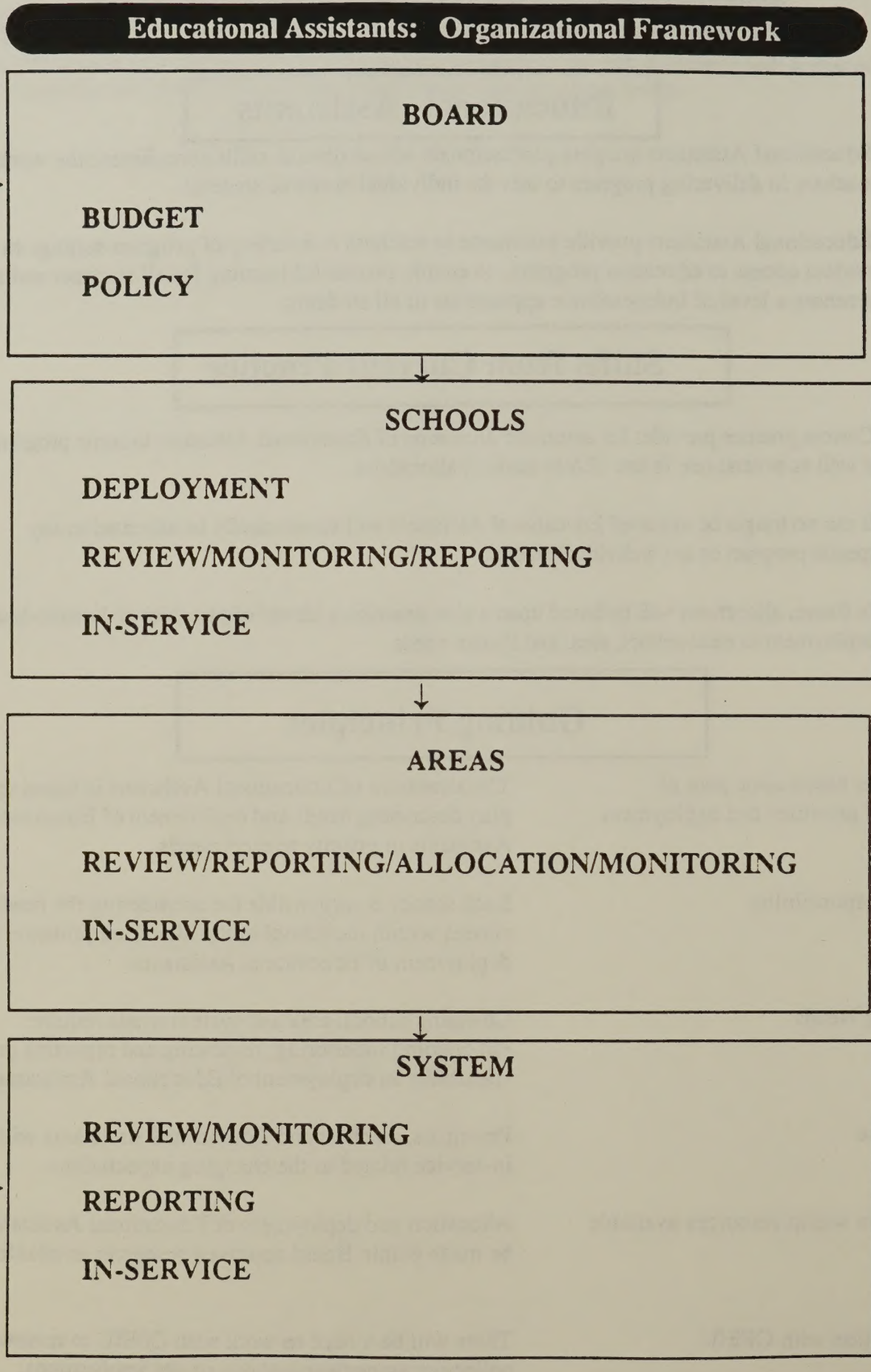
•Current practice provides for automatic allocation of Educational Assistants to some programs, as well as several one to one (EA to student) allocations.

•It can no longer be assumed Educational Assistants will automatically be allocated to any special program or any individual student.

•In future, allocations will be based upon a plan describing identified priorities and methods of deployment to meet school, area, and system needs

Guiding Principles

Allocation based upon plan of identified priorities and deployment	The allocation of Educational Assistants is based upon a plan describing needs and deployment of Educational Assistants in priority to meet needs.
School responsibility	Each school is responsible for considering the needs in all classes within the school in the identified priorities and deployment of Educational Assistants.
Changing Needs	Changing school, area and system needs require: •an ongoing monitoring, reviewing and reporting process •flexibility in deployment of Educational Assistants.
In-Service	Principals, teachers and Educational Assistants will require in-service related to the changing expectations.
Allocation within resources available	Allocation and deployment of Educational Assistants will be made within Board approved resources available.
Co-operation with OPEIU	There will be a need to work with OPEIU to review the collective agreement and pay equity implications.


Educational Assistants: Organizational Framework
BOARD
BUDGET
POLICY
SCHOOLS
DEPLOYMENT
REVIEW/MONITORING/REPORTING
IN-SERVICE
AREAS
REVIEW/REPORTING/ALLOCATION/MONITORING
IN-SERVICE
SYSTEM
REVIEW/MONITORING
REPORTING
IN-SERVICE
— — — — — denotes review and revision

Educational Assistants: Procedures

BOARD

BUDGET:
Approve budget for Educational Assistants complement.

POLICY
Receive annual report re: Educational Assistants allocation, deployment review and monitoring procedures.

SCHOOLS

DEPLOYMENT

Following:

- a review of school needs and of the deployment of current educational assistants
- an assessment of resources available, staff strengths and abilities, current utilization of prevention/intervention strategies, school population etc., and
- consultation with appropriate support staff

the principal and staff submit a plan describing needs and plans for deployment of Educational Assistants in priority to the Superintendent of Schools.

REVIEW/MONITORING/REPORTING

Monitoring is a continuous process by principals and staff.

Reporting includes, in addition to the formal development of an annual plan for the deployment of Educational Assistants, an on-going reporting of changing needs. Circumstances such as student growth, newly identified needs, program placement and enrolment changes will create changing needs which are reported to the Superintendent of Schools by the principal

IN-SERVICE

Principals, teachers and educational assistants will need to identify school in-service needs in the School Plan.

Educational Assistants: Procedures

AREAS

REVIEW/REPORTING/ALLOCATION/MONITORING

Area Committee:

- reviews plans submitted by schools
- develops an area priority list
- reports information to System Committee
- allocates Educational Assistants within Board approved complement
- monitors school reporting of needs
- annually reviews plans submitted by schools

IN-SERVICE:

Teachers, principals and educational assistants will require in-service as models and expectations change.

AREA COMMITTEE

Area Supervisors (Chair)	Elementary Principals (2)
Area Special Education Consultant	(JK-5 and Middle School)
Area Curriculum Consultant	Secondary School Principal
Area Services Representative	Educational Assistant
	Representative (OPEIU)

SYSTEM

REVIEW/MONITORING

System Committee through the review process:

- reviews plans describing needs and deployment of Educational Assistants in system roles (i.e. not assigned to a special school - SALEP, Augmentative Communication, T.R., Speech and Language)
- monitors equity of distribution of Educational Assistants
- monitors utilization of Educational Assistants and delivery model
- identifies future needs and trends

REPORTING

Prepares an annual report to the Board regarding the deployment of Educational Assistants, changing needs and trends.

IN-SERVICE

In-service will be provided to support area and school needs.

SYSTEM COMMITTEE

Assistant Supt. of Program (Chair)	Educational Assistant Representative (OPEIU)
Area Supervisors (4)	Human Resources Representative
Elementary Principals (2)	Program Department Representative
Secondary School Principal	Research Department Representative

THE NORFOLK BOARD OF EDUCATION

BOX 486, HILLCREST ROAD, SIMCOE, ONTARIO N3Y 4L7
TELEPHONE (519) 428-1880 FAX (519) 428-2484

"B"

1993 December 03

John Patterson,
Hamilton Board of Education,
100 Main Street, W.,
Hamilton, Ontario.
L8N 3L1

Dear Mr. Patterson:

RE: POLICIES/PROCEDURES REGARDING EDUCATIONAL ASSISTANTS & INSURANCE CLAIMS

As indicated in our telephone conversation, The Norfolk Board of Education does not have an actual policy/procedure statement pertaining to the provision of Educational Assistant support for individual students who have been deemed to be exceptional pupils. Since the practice of hiring Educational Assistants began, it has always been with the understanding that "Educational Assistants are persons employed by The Norfolk Board of Education to assist with the preparation, delivery and supervision of special education programs for exceptional pupils and educational programs for other pupils" (excerpt from OPSEU - Educational Assistants Collective Agreement, Article 8 -- Role Description).

At a regular meeting of the Board the following recommendation was approved in response to a situation involving an insuring agent:

> "That The Norfolk Board of Education approve the hiring of up to 1.0 f.t.e. temporary Educational Assistant for the period January 1, 1993 to June 30, 1993 on a day-to-day basis, the costs for which are to be borne by the insuring agent of the child involved and instruct Mr. DeWaele to proceed with implementation immediately."

(A previous recommendation was approved for the period ending December, 1992.)

In this case, the attention is drawn to a change in normal procedures taken. There was also discussion with the insuring agent and/or legal counsel involved to an agreed upon proposal prior to the motion being presented.

... 2

J.G. TOWNSEND, B.A., M.ED., Director of Education and Secretary
S. MORGENSTEIN, CMA, A.M.C.T., Superintendent of Business Affairs and Treasurer
W.R. THOMAS, B.A., M.ED., Superintendent of Education
J.A. WEST, B.A., M.ED., Superintendent of Education
W.A. WOODLAND, B.A., B.P.E., M.ED., Superintendent of Education
M.L. GEORGE, B.A., L.L.B., Executive Assistant/ Legal Counsel

In any of the cases with which we have dealt there has been a review after no more than six months. Continuation of the Educational Assistant position is based on an updated assessment (review) by other professional/medical centres involved that recommend to the Board that support for the individual continue.

Full consideration is given to "cost-sharing" options, if they are reasonable, with the insuring agent involved. Each case is dealt with individually and discussed with all parties concerned.

If there are any further questions, please do not hesitate to contact me.

Sincerely,

L.O. DeWaele, Co-ordinator,
Special Services Department.

LOD:kw
cc: file

"C"

Evans, Philp

BARRISTERS & SOLICITORS

W. IAN GORDON, Q.C., LL.B.
*LARRY G. CULVER, LL.B.
BRENT J. FOREMAN, LL.B.
RANDALL S. BOCOCK, LL.B.
MARK J. ZEGA, LL.B.
LARRY J. KIELBOWICH, LL.B.

ORVILLE M. WALSH, K.C.
(1919-1949)

**JOSEPH M. PIGOTT, Q.C., LL.B.
ROBERT H. ROGERS, LL.B.
PAUL H. PHILP, LL.B.
WAYNE R. RICHARD, LL.B.
ANITA D. STEEL, LL.B.

F. JOHN L. EVANS, Q.C., LL.B.
(1931-1980)

*CERTIFIED BY THE LAW SOCIETY OF UPPER CANADA AS A SPECIALIST IN CIVIL LITIGATION

**REGISTERED TRADE MARK AGENT

(416) 525-1200
FAX (416) 525-7897

16TH FLOOR, COMMERCE PLACE
ONE KING STREET WEST

MAIL:
P.O. BOX 930, STATION A
HAMILTON, CANADA
L8N 3P9

October 8, 1993

BY FACSIMILE (905) 521-2536

The Board of Education for
the City of Hamilton
100 Main Street West
Hamilton, Ontario
L8N 3L1

Attention: Mr. John Paterson
Senior Accounting Analyst

Dear Sir:

Re: Recovery of Special Education Expenses

The specific issue to be addressed is whether or not the cost of providing an education assistant to a student who has special needs as a result of injuries sustained in a motor vehicle accident can be recovered from the motor vehicle insurer.

This opinion is being provided specifically in relationship to three students presently in the school system who have had education assistants attached to them in response to special needs resulting from injuries sustained in motor vehicle accidents. The three students are Ahmed Gurgi, Tim Littlejohn and Samantha Welsh. An assumption underlying this opinion is that the Board is not required by law to provide an education assistant for any of the three students. This was expressly stated in correspondence from Mr. Patterson dated June 17, 1993.

As a preliminary matter, it should be emphasized that any claim for reimbursement must be initiated by the student (or, more accurately, his or her guardian) as the relationship giving rise to a right of recovery is between the student, as the insured, and the insurer. It follows, therefore, the decision to seek recovery of any eligible expense is solely within the control of the student.

He or she may refuse to present a claim for recovery of special education expenses - although his refusal to do so would likely lead to a decision, on the part of the Board, to withdraw this special service.

A student may refuse to seek recovery if to do so would put the policy limits at risk and if it was felt that this form of rehabilitation was not a priority or did not offer "good value". Incidentally, the limit for all medical and rehabilitation benefits or expenses is $500,000.00.

The insurer is liable to pay expenses (to a maximum of $500,000.00) under Part II of the No-Fault Benefits Schedule providing the following criteria are met:

1. The insured (read student) must have sustained an injury as a result of a motor vehicle accident.

2. The expense to be incurred must be reasonable, result from the accident and be incurred within the benefit period (i.e. the longer of 10 years from the date of the accident and, 20 years from the date of the accident less the age of the insured person on the day of the accident).

3. In addition, the reasonable expense must be for, inter alia, rehabilitation or other services, whether medical or non-medical in nature, which the insured person requires because of the accident. As a control, the insurer, before making a payment, can require the insured person to provide a statement signed by his or her medical practitioner or psychological advisor stating that the expense is necessary for the insured person's treatment or rehabilitation.

Although we are not aware of any reported Court or arbitration decisions directly on point, in our opinion, the type of service being provided does fall within the parameters of Part II and the expenses of providing that service would be recoverable providing the expense is reasonable and, if requested, the appropriate specialist provided a written statement confirming that the expense is necessary for proper treatment or rehabilitation.

There is one further possible qualifier and this relates back to the assumption that the service of providing an education assistant is not required by law. A motor vehicle insurer is not liable to pay any expense for a service that is reasonably

available to an insured (read student) under any law. Because of the importance of the assumption being correct, in our opinion we should meet not only to review this opinion but to assess the correctness of that assumption. I should add, from my review of the Education Act, I believe the assumption to be a correct one.

If the Board decides to initiate a recovery process, in our opinion, contact should be made with the parents of each student. The parents should be informed that the service of providing an education assistant for their child will be terminated, effective on a certain date, unless arrangements are made to meet the cost of that service directly or through recourse to the no-fault benefit provisions of the applicable motor vehicle insurance policy. The parents should be invited to seek the opinion and advice of their lawyer and to have that lawyer contact the Board (or its solicitors) to settle upon a course of action. If the parents, on the advice of their lawyer, are prepared to cooperate, a joint approach to the insurer can be made. If the cooperation of the parents is not forthcoming, the Board will have to decide whether or not it should discontinue the service. This decision will have to be made with reference to any policy the Board may develop with respect to this issue.

Assuming a joint approach to the insurer is undertaken, the insurer will then decide whether or not to accept our position that the expense of the service being provided is recoverable. If the insurer decides to accept that the expense qualifies, negotiations will have to be undertaken as to the reasonable cost of that service. If the insurer declines to accept that the expense qualifies for recovery, the insured will have the option to proceed through mediation, arbitration and, if necessary, Court action to have that position overturned. Again, the Board would have to decide, as a matter of policy, whether to continue the service during that procedure. Again, these are matters which we can canvass in greater detail at the suggested meeting.

I trust the above opinion is sufficiently clear. I would be pleased to hear from you to arrange a meeting once you have reviewed it.

Yours very truly,

Robert H. Rogers

RHR/dek

1994 06 09

TO: The Chairman and Members
Personnel and Organization Committee

FROM: Richard W. Binns
Superintendent of Human Resources

RE: **Positions of Responsibility/Administrators Presently in the Pool, 1994 09 01**

Issue

Provide an updated report of Positions of Responsibility/Administrators Presently in the Pool, effective 1994 09 01.

Recommendation

That the updated report of Positions of Responsibility/Administrators Presently in the Pool, effective 1994 09 01, be accepted for information.

kd
attachment

1994 06 09

POSITIONS OF RESPONSIBILITY

1. ADMINISTRATORS IN SCHOOLS

1.1 Secondary

		Male	Female	Total
Principals		10	4	14
Vice-Principals		17	7	24
Total		27 (71%)	11 (29%)	38 (100%)

1.2 Elementary

		Male	Female	Total
Principals		49	27	76
Vice-Principals		9	13	22
Total		58 (59%)	40 (41%)	98 (100%)

2.0 ADMINISTRATORS PRESENTLY IN POOL

2.1 Secondary

Pool Year	Group	Male	Female	Total
92/93	Secondary Principals	3	1	4
93/94	Secondary Principals	0	0	0
92/93	Secondary Vice-Principals	0	0	0
93/94	Secondary Vice Principals	0	1	1
	Total	3 (60%)	2 (40%)	5 (100%)

2.2 Elementary

Pool Year	Group	Male	Female	Total
92/93	Elementary Principals	1	1	2
93/94	Elementary Principals	1	3	4
88/89	Elementary Vice-Principals	1		1
92/93	Elementary Vice-Principals	0	2	2
93/94	Elementary Vice-Principals	0	4	4
	Total	3 (23%)	10 (77%)	13 (100%)

ADMINISTRATORS PRESENTLY IN THE POOL
1994 09 01

2.1

Secondary Principal	Male	Female
92/93	Jack Baxter Ronald Halmos Jon Sims	Gail Rappolt
93/94		

Secondary Vice-Principal	Male	Female
92/93		
93/94		Anne Marie Metford

2.2

Elementary Principal	Male	Female
92/93	Richard Bull	Georgina Pain
93/94	Tim Dexter	Barbara Haverty Diane Rawsthorn Kathleen Watters

Elementary Vice-Principal	Male	Female
88/89	Victor Lepp	
92/93		Joan Browning Jane Shipton
93/94		Anne Cliffe Sandra Cole Terry Gallagher Pat Hutchinson

BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SPECIAL MEETING

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

1994 06 22

TO THE CHAIRMAN AND MEMBERS
PERSONNEL & ORGANIZATION COMMITTEE
(Trustees Hicks, Darby, Johnston, Mulholland, Orban, Paquin and Allen.)

Ladies and Gentlemen:

Please be advised that a Special Meeting of the Personnel and Organization Committee has been scheduled for **Monday, 1994 06 27 at 18:15 hours** following the Special Meeting of the Program Committee and prior to a Special Meeting of the Board.

An Agenda is attached.

Dinner will be available at **17:15 hours**.

Your attendance is requested.

Yours truly,

Dan Goodridge

D. W. Goodridge
Director of Education
and Secretary

rm

Notice sent to all trustees.

A G E N D A

SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE

1994 06 27

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Report from the Officials on the Revised Workload Study

2. Referred motion:

(a) That no further action be taken on the Daniels Associates' workload study.

(b) That the present complement of 302 (status quo) cleaners be retained.

(c) That, in accordance with the Collective Agreement between C.U.P.E. Local 1344 and the Hamilton Board of Education, this complement of 302 cleaners can only be reduced by implementing second day cleaning through attrition.

(d) That the Board accept the offer of the Executive of C.U.P.E. Local 1344 to investigate ways and means to operate in a more cost efficient and collaborative environment.

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendation of the Superintendent of Human Resources

Education Centre
100 Main Street West
Hamilton, Ontario
1994 06 27

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendation for your approval:

6. RETIREMENTS

(a) That the Board approve payment of the Early Retirement Incentive Plan to Linda Lowrey (E), in accordance with Plan A.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

NEL AND ORGANIZATION COMMITTEE

1994 09 01

Confirmation of the minutes of the regular meetings of 1994 03 10, 1994 04 14, 1994 05 12, 1994 06 09 and special meetings of 1994 03 30 and 1994 05 19.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Annual Update of Anti–Racism and Ethnocultural Equity Policy — **Pages 1 to 4**

2. Report on the Structure of Administrative Services – Motion to defer to 10.94

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — **Revised Page 5**, Page 6 and **Page 6A**

2. Staffing Report — Page 7

3. Report on Supply Teachers — Pages 8 to 9

4. Temporary Assistance Report

.Substitute Cleaner/Casual Assistance Usage — Page 10

.Temporary Assistance Expenditures — Page 11

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

1. Report from the Officials re Lunchtime Supervision — Pages 12 to 15

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources — Pages 16 to 21; **and Page 21A**

2. Request for "Four over Five" Plan — Page 22

September 1, 1994

TO: Chairman and Members, Personnel and Organization Committee

FROM: Rick Binns, Superintendent of Human Resources

RE: Annual update of Anti-racism and Ethnocultural Equity Policy

Background

The implementation of the Race Relations and Ethnocultural Equity Policy began in May of 1992. The Ministry of Education and Training has issued Policy/Program Memorandum 119 that requires Boards to submit a copy of their Policy along with a 5 year implementation plan by March 31, 1995.

Issue

To provide Trustees with an update on Future Directions accepted in June of 1993 as well as information re the steps necessary for compliance with the Ministry's Antiracism Initiatives (PPM119)

Recommendation

1) That this report be received for information

Rationale

This annual report contains information related to the Board's Race Relations and Ethnocultural Equity Policy. In addition to the responsibilities for this Policy, the Equity Coordinator has responsibilities for Employment Equity and the Policy Against Harassment, which will be reported throught the Affirmative Action/Employment Equity Committee.

Appendix #1 - Annual report, Race Relations and Ethnocultural Equity
Appendix #2 - Future Initiatives

Prepared by:
Irene Sushko, Equity Coordinator

Appendix #1 (cont.)

Newsletter
- In spite of several attempts and consultation with Gayla Brock-Woodland and some positive progress, the newsletter had to be placed lower on the priority list of things to do
- However a great deal of information was transmitted to the system via the Profs, i.e. relating to special events, celebrations, Black History Month, Heritage Day, notices re conferences, etc.

Training Communicators & Facilitators
- An extensive training program was carried out for Facilitators for the Policy Against Harassment. This training included an Anti-Racism training component to familiarize participants with the Board's Policy. The agenda included Awareness training, Diversity Awareness Profile, Racial and Ethnic Jokes and Slurs
- twelve of the trainees indicated an interest in receiving further training, which would give them the knowledge and skills to assist in responding to requests for inservices and workshops
- workshop training material has been developed and specific training sessions for this groups are scheduled for this fall

Resource Kit
- Successful in application for an Experience '93 Grant from the Ministry to hire a student to develop a Resource Guide. The need for this was identified in the survey.
- Successful in application for an Experience '94 Grant from the Ministry to hire a student to continue researching resource material for the Resource Guide. Focus this year was to develop the inservice and workshop component as well as cataloguing and setting up a database of the varied resource material in the Equity office

Workforce Survey
- The Employment Equity Act (Bill 79) is being proclaimed September 1st, 1994. The Commission is releasing the first of a series of Guidelines developed to assist in implementing employment equity on this date. The regulations were recently released. Presentations were made to Affirmative Action/Employment Equity Committee, Senior Management, System Managers.

Conference/workshop for academic staff
- Initiated a conference in cooperation with the Hamilton Roman Catholic Separate School Board and the Wentworth County Board, Community Representatives, Mayor's Race Relations Committee, Student representation from Secondary Schools and McMaster University, Hamilton Native Centre, Ham-Went. Police Department, Ham-Went Anti-Racism Network Conference "Achieving Diversity as a Culture" (living, learning and working in a diverse society) is scheduled to take place September 16 and 17th at our Education Centre and Sir John A. Macdonald Secondary School and is geared to School Board Staffs, Community Members and students.

Funding
- Change Your Future (1993-94)
- Experience '93
- Experience '94
- Change Your Future (1994-95)
- Community funding for Change Your Future program

Monitoring
- Involved/input in planning for hiring, inservices re hiring practices, selection of candidates,

Other
- Race Relations and Ethnocultural Equity policy reprinted in another format
- provided information for teachers/secondary school and university students etc. re anti-racism issues for courses and essays
- assisted with school/area planning for implementation of Race Relations Ethnocultural Equity Policy / Behaviour Codes, etc.
- made presentations to Parent/Teacher meetings re race relations policy
- responded to inquires by media and participate in interviews in consultation with our Public Relations Officer
- completed the Canadian Institute for Conflict Resolution Advanced Course in conflict mediation in a Multicultural Society, as well as facilitation and training the trainer

Appendix #2

Future Initiatives

Antiracism and Ethnocultural Equity Policy

- oversee the review of the Anti-racism and Ethnocultural Equity Policy and the preparation of the 5 year implementation plan to be submitted to the Ministry of Education by March 31, 1995 in compliance with PPM119. Plan will be presented to Board previous to submission to the Ministry. Review and preparation of implementation plan will continue to take place in collaboration with the Race Relations Steering Committee
- provide antiracism and ethnocultural equity inservice training and workshops to system
- update and develop the various components of the Resource Guide
- develop a team of trainers to assist in the area of antiracism and ethnocultural equity
- develop a list of Board staff and community members to serve as translators and cultural interpreters
- develop a directory of racial minority and ethnic community organizations and press
- provide system with calendar of religious holidays and observances
- survey school population to determine the number of racial minority students within the system and the areas of their concentration
- supervise the Change Your Future program and chair the Change Your Future Advisor Committee.
- complete preparations for "Achieving Diversity as a Culture" conference
- provide Trustees, Sr. Management and all staff with information re specific events, special information and opportunities
- provide an avenue for school staffs to share and/or exchange resources and materials developed
- work towards publishing a newsletter to keep the system informed
- continue to search out means of acquiring funding for special programs

Education Centre
100 Main Street West
Hamilton, Ontario
1994 09 01

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

Confirmation

(a) That Gayla Brock-Woodland be confirmed in the position of Public Relations Officer, effective 1993 12 07.

3. PROMOTIONS

(a) That Ethel Thayer (S) be appointed to the position of Special Education Consultant, for a three year term, effective 1994 09 01, with salary according to the salary schedule. **(Replacement)**

(b) That the following staff be appointed to the position stated, effective as shown, with salary according to the salary schedule:

Karen Baxmeier (Records Analyst - Grade 7, Clerical and Technical Staff), 1994 06 27
Joanne Cravero (Administrative Secretary, Program - Grade 9, Administrative Staff), 1994 07 18
Sharon Fair (Supervisor, Regulated Substances - Grade 12, Administrative Staff), 1994 09 02
(New Positions)

4. INTERNAL APPOINTMENTS

(a) That the appointment of Robert Chapman (S), to the position of Program Department, Special Assignment - Assessment/Evaluation and Reporting, be extended, effective 1994 09 01 to 1995 08 31.

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Peter Chamberlain (Caretaker, Caretaking & Maintenance), 1994 06 30
Rosaria Pusztay (Cleaner, Cleaning Staff), 1994 06 30

7. LEAVING EMPLOYMENT

(a) That the dates for the following staff to leave the employ of the Board be approved:

David Attwood (Cleaner, Cleaning Staff), 1994 06 08
Jean Pierre Braband (Accounts Payable Clerk, Clerical and Technical Staff), 1994 08 12
Bonnie Sabados (Cleaner, Cleaning Staff), 1994 08 26

8. LEAVES

Leave of Absence

(a) That the request of Karyn Hogan (Research Technician, Clerical and Technical Staff) for a Leave of Absence, effective 1994 08 08 to 1995 02 10, be granted.

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following staff at a previous meeting be changed as shown:

Brenda Bradt (Caretaker, Caretaking & Maintenance Staff), 1993 12 27 to 1994 08 05
Kelley Duckworth (Accounts Payable Clerk, Clerical and Technical Staff), 1994 02 28 to 1994 10 10

Leave Extension

(a) That the request of the following staff for an extension of a Leave of Absence, effective as shown, be granted:

Tina Robinson (Training Assistant, Clerical and Technical Staff), 1994 07 11 to 1994 10 21

Return from Leave of Absence

(a) That Valerie Jess (Data Entry Operator, Clerical and Technical Staff), be returned from a Leave of Absence, effective 1994 08 29.

9. OTHERS

(a) We regret to announce the death of Helen Saunders (Cleaner, Cleaning Staff) on 1994 07 02.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/dk

Added Recommendations
September Personnel and Organization 1994 09 01

GENERAL

I have the honour to present the following recommendations for your approval:

4. INTERNAL APPOINTMENTS

(a) (ii) That Janice Tomlinson (E) be reappointed to the position of Program Supervisor - Special Education, effective 1994 09 02, on a term basis, with salary according to the salary schedule.

(iii) That the appointment of Wendy Hutton to the position of Special Education Liaison Consultant (Care, Treatment and Correctional Programs: C.T.C. - Section 27 Programs), be extended, effective 1994 09 01 to 1995 06 30. This extension is subject to Ministry of Education and Training funding and shall be reviewed annually.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

kd

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1993 ACTUALS				1994 ACTUALS								1994
	1987	1988	1989	1990	1991	1992	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	BUDGET
Admin & Support Staff	432.24	470.64	492.54	493.54	486.71	452.66	450.66	450.66	450.66	449.66	449.66	449.16	449.16	449.16	449.16	449.16	447.36	447.36	434.86
Co-ordinators/Consultants	75.00	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	46.00
Teachers - Elementary	1,417.75	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,637.75	1,637.75	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,569.95
Secondary - Composite	741.83	757.50	795.00	841.00	850.67	861.33	839.67	839.67	839.67	839.67	839.67	843.67	843.67	843.67	843.67	843.67	843.67	843.67	781.67
- Vocational	160.90	160.07	146.00	116.67	107.67	100.67	87.00	87.00	87.00	87.00	87.00	86.00	86.00	86.00	86.00	86.00	86.00	86.00	84.00
- Vanier	31.50	33.00	34.00	33.50	34.00	35.00	36.00	36.00	36.00	36.00	36.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	37.00
Elementary TR	29.00	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Secondary TR	7.00	8.00	7.00	9.67	14.67	15.33	12.67	12.67	12.67	12.67	12.67	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.33
Lunchroom - Elementary	92.80	102.90	115.10	112.30	118.50	82.86	84.39	84.82	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25
- Secondary	7.30	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64
- Vocational	3.10	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71
Bus Supervisors	13.90	14.40	16.50	17.68	16.71	15.86	16.82	16.82	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14
Educational Assistants	154.00	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	231.17
Lunchroom Assistants	5.71	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12
Ctkrs/Maint/Whs/Asbestos	210.00	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	211.00	211.00	209.00
Cleaners/Cooks	333.00	340.00	347.00	351.00	360.00	347.00	319.00	313.00	313.00	313.00	313.00	311.00	310.00	310.00	310.00	310.00	307.00	307.00	309.00
Recoverable - Teachers	34.25	34.92	33.92	41.25	41.75	41.05	36.05	36.05	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	34.55
- Consultants		0.33	0.33	0.33	0.33														
- Clerical				0.50															
- Educ Assist	1.00	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33
- Admin											0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Full Time Equiv. Positions	3,750.28	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,054.98	4,049.41	4,051.66	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52	4,055.52	4,055.52	4,048.72	4,048.72	3,884.22
Number Of Employees				4,805	4861	4,829	4,708	4,705	4,707	4,706	4,706	4,706	4,705	4,705	4,705	4,705	4,698	4,698	4,540
Lunchroom Enrolment	13,000 est	14,000 est	15,000 est	15,571	16,618	17,432	17,877	17,943	18,003	18,003	18,003	18,003	18,003	18,003	18,003	18,003			18,000
Enrolment - Elementary	* 24,741	* 25,007	* 25,474	* 25,811	*26,111	*26,387	*26,720	26,746	26,695	26,685	26,737	26,704	26,682	26,618	26,590	26,561			**26,905
- Sec Composite	*12,171	*12,213	*12,354	*12,707	*12,328	*13,001	*12,599	12,068	11,679	11,529	11,688	11,660	11,469	11,113	10,911	10,827			**12,647
- Sec Vocational	* 1,698	* 1,598	* 1,453	* 1,189	*950	*1,037	*910	858	797	771	755	797	748	705	678	544			**915
- Sec Vanier	* 400	* 407	* 400	* 399	*382	*465	*480	467	467	464	468	469	465	462	454	454			**489
- T. R.	* 243	* 210	* 193	* 178	*160	*167	*166	162	165	164	161	161	161	161	161	165			**160
- TOTAL	* 39,253	* 39,435	* 39,874	* 40,284	*39,931	*41,057	*40,875	40,301	39,803	39,613	39,809	39,791	39,525	39,059	38,794	38,551			**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources September 1, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20.0	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH	14.0	30.5	224.0	4.0	4.0	23.5	1.0	16.0	22.0	294.5	477.5	38,232	35,718	73,950
APRIL	18.0	36.5	295.0	14.0	7.0	17.5		5.5	40.0	379.0	495.5	54,475	35,183	89,658
MAY	21.0	134.0	436.0	41.5	26.0	29.5		1.0	40.0	574.0	479.0	58,648	72,621	131,269
JUNE	19.0	181.5	284.0	6.5	2.0	8.0		5.5	11.0	317.0	303.5	42,973	65,139	108,112
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		435.5	1791.0	76.0	52.5	151.5	4.5	30.5	158.5	2264.5	2471.5	279,589	292,287	571,876
% Of Total			79.1	3.4	2.3	6.7	0.2	1.3	7.0					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21.0	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20.0	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH	14.5	19.0	785.5	7.0	7.0	23.0	55.0	11.0	48.5	937.0	1279.0	105,286	86,754	192,040
APRIL	19.0	49.5	1469.0	3.0	24.0	43.0	101.0	1.5	82.0	1723.5	1699.5	223,209	60,210	283,419
MAY	20.0	97.0	1326.5	14.5	21.5	42.5	58.0	5.5	106.5	1575.0	1445.0	100,076	242,197	342,273
JUNE	20.0	240.5	1009.0	50.0	5.5	30.0	47.0	5.0	43.0	1189.5	1414.0	144,722	178,988	323,710
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		440.0	7407.5	88.0	71.0	198.5	364.5	27.5	413.5	8570.5	9156.5	937,619	748,599	1,686,219
% Of Total			86.4	1.0	0.8	2.3	4.3	0.3	4.8					

REPORT OF SUPPLY TEACHER USAGE - JUNE 30, 1994

SECONDARY & ELEMENTARY															
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Feder-ation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0	23.0	90.5	56.0	3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH	49.5	1009.5	11.0	11.0	46.5	56.0	27.0	70.5	1231.5	1756.5	143,518	122,472	265,990	
APRIL	86.0	1764.0	17.0	31.0	60.5	101.0	7.0	122.0	2102.5	2195.0	277,684	95,393	373,077	
MAY	231.0	1762.5	56.0	47.5	72.0	58.0	6.5	146.5	2149.0	1924.0	158,724	314,818	473,542	
JUNE	422.0	1293.0	56.5	7.5	38.0	47.0	10.5	54.0	1506.5	1717.5	187,695	244,127	431,822	
JULY														
AUGUST														
SEPTEMBER														
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	875.5	9198.5	164.0	123.5	350.0	369.0	58.0	572.0	10835.0	11628.0	1,217,208	1,040,886	2,258,095	75.3
% Of Total		84.9	1.5	1.1	3.2	3.4	0.5	5.3						

1994 BUDGET
$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1994

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
JANUARY	21	565	319	63	393	1,340	64,520
FEBRUARY	20	520	320	60	234	1,134	59,389
MARCH	23	726	434	80	255	1,495	83,131
APRIL	19	627	362	57	157	1,203	71,404
MAY	21	745	390	67	241	1,443	85,910
JUNE	22	751	476	66	288	1,581	87,963
JULY	20	499	464	48	359	1,370	67,931
AUGUST							
SEPTEMBER							
OCTOBER							
NOVEMBER							
DECEMBER							
TOTALS		4,433	2,765	441	1,927	9,566	520,248

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
September 1, 1994

1993 AND 1994 TEMPORARY ASSISTANCE EXPENDITURES

	1993 BUDGET	YTD EXPENSE AS OF DEC 31/93	1994 BUDGET	YTD EXPENSE AS OF MAR 31/94	YTD EXPENSE AS OF JULY 31/94	EXPLANATION
Central Depts. & Area Offices						
- Admin. Services	7,400	22,715	8,286	3,092	5,276	Replacement for illness in Printing Dept. Early morning dispatching for supply tchrs, clerical etc.
- Computer Services	67,750	70,393	69,535	1,139	10,244	IIS Project Assistance. Co-op Student, illness replacement
- Director's Office	4,700	3,219	3,321		1,000	Policy Writer
- Ed Centre (General)	2,000		1,795			
- Finance	36,000	9,766	8,973			
- Human Resources	22,100	26,205	28,159	7,662	11,884	Tchrs Seniority List. Replacement for illness.
- Program Departments	222,160	258,231	123,473	14,773	50,282	Christie Conserv., Kit Services, IPRC clerical assistance, Software Technician (*see note below) Accommodation assistance, Paikin Libr. Students, Psychological Testing
- Area 1 Office	13,000	29,850	897			
- Area 2 Office	5,000	3,126	897			
- Area 3 Office	1,000	1,517	897			
- Area 4 Office	5,000	3,127	897			
- Area 5 Office	1,600	682	1,436			
School Services						
- Student Assistance	70,000	60,936	58,327	12,348	32,093	Library, Textbook Student Assistance
- Elementary School Clerical	86,000	65,547	68,197	15,813	35,250	Replacement for illness
- Secondary School Clerical	46,000	51,389	50,251	15,961	28,244	Replacement for illness
- Equipment Repair	22,000	17,986	19,741	2,995	9,298	Co-op Student
Regular Day School						
- Student Assistance	26,000	21,848	22,612	2,399	10,926	Science Lab Student Assistance, City Choir
Plant Operation	37,000	14	27,817			
Plant Maintenance	30,500	28,938	26,472	6,262	9,865	Replacement for illness
Other Operating	7,600	5,966	6,820		1,078	Mohawk Trail, Community School Clerk
GRAND TOTAL	**$712,810**	**$681,455**	**$528,803**	**$82,444**	**$205,440**	

***Software Tech - cost will be offset by perm payroll savings upto Feb 1/94**

Prepared by Human Resources
Date: September 1, 1994

1994 09 01

TO: The Chairman and Members of the Personnel and Organization Committee

FROM: Rick Binns
Superintendent, Human Resources Services

RE: **LUNCHTIME SUPERVISION**

BACKGROUND:

- During the 1994 budget deliberation, the Board approved a reduction in the Lunchtime Supervision budget necessitating an increase in ratio for the staffing of Lunchtime Supervisors.
- The previous budget for Lunchtime Supervisors allowed staffing of lunchrooms at approximately 35-1 ratio.
- Comparison of Hamilton Board with surrounding Boards(Appendix A).

ISSUE:

To provide information on how the Lunchroom Program will be supervised and operated for the coming school year due to the changes incurred during the Budget deliberation (P.& O. 94 06 09).

RECOMMENDATIONS:

1) That this report be received for information.

2) That a report be provided to this Committee by February/95 outlining the impact the increased ratio has on schools.

RATIONALE:

- For the 1994/95 school year, there will be approximately 18,700 students requiring supervision. This supervision will be provided by 449 lunchroom supervisors. The average ratio will be 43-1, however, most supervisors will have the responsibility for 45-50 students. This permits a much lower ratio in schools where there are students with special needs, such as severe allergic reactions to certain foods.
- To inform parents of the increase in ratio, a revised Lunchtime Registration form (Appendix B) has been developed for distribution by Principals.
- In schools where it is impossible to accommodate the students in one room, the principal may choose to use a senior student to monitor using the Student Monitor Authorization Form (Appendix C).

Prepared by Marian Avery
Human Resources Services

ELEMENTARY LUNCHTIME SUPERVISION

	HAMILTON BOARD	HALTON BOARD	HAM/WENT CATHOLIC BOARD	WENTWORTH COUNTY BOARD
Type of Supervision	Hired Lunchroom Supervisors	Hired Lunchroom Supervisors	Hired Lunchroom Supervisors	Hired Lunchroom Supervisors & Teachers*
Number of Supervisors (approximately)	545 (582 Hours)	430	185	6
Length of Supervision	1 to 2 hours	1 hour	1 hour	1 hour
**Rate of Pay (per hour)	Subs $ 9.50 + 4% Yr. 0 $13.61 + 4% Yr. 1 $13.81 + 4% Yr. 2 $14.01 + 4% Yr. 3 $14.21 + 4%	Yr. 0 $ 9.79 + 4% Yr. 1 $10.28 + 4% Yr. 2 $10.79 + 4% Yr. 3 $11.33 + 4%	Subs $12.70 + 4% Yr. 0 $12.70 + 4% Yr. 1 $13.40 + 4% Yr. 2 $14.30 + 4%	$7.00 + 4%
Ratio	1 hour - 35 students (lower if justified)	1 - 60 (lower if justified)	Varies 1 - 100 or 1 - 75 as allocated by Area Superintendent	N/A
Training	Lunchroom Program Leader/Principals	Health & Safety Department	Currently Planning - Reviewing Hamilton B. of E. Training	N/A
Total School Enrolment (approximately) Gr.1-8	21,183 (76 schools)	26,000 (67 schools)	17,993 (52 schools)	10,955 (34 schools)
# Students in LR Jan.93(approximately) % of total enrol. (approx.)	17,491 82.6%	21,000 81%	N/A N/A	9,500 85-90%

*Principals, Vice-Principals, Teachers, provide supervision. Principal at each school responsible to co-ordinate supervision ensuring teachers have 40 min required lunch. In schools with less than 6 teachers, lunchroom supervisors are allocated.

**Hamilton, Halton and Hamilton-Wentworth Catholic Board Rate of Pay as a result of Pay Equity.

M Avery

Marian Avery
Lunchroom Program Leader
March 12, 1993

Appendix B

The Board of Education for the City of Hamilton

LUNCHTIME REGISTRATION

Students who come home for lunch enjoy the break from school and the one-to-one time they are able to spend with a parent or caregiver. However, if your child cannot come home, lunchtime supervision is available. The number of lunchtime supervisors has been reduced across the city and therefore schools will be providing different types of supervision. Due to the large number of students lunchtime supervisors are responsible for, limited time will be available to spend with individual children. In some schools an adult may not be present in every room. If you are not aware of the arrangements at your child's school, you may wish to contact the school office.

Student's Name	Room No.	School Name

Student's Home Address	Home Telephone No.

Parent/Guardian Lunch Time Telephone No.

Emergency Name and Telephone No.

When does your child require lunchtime supervision?

A. ❑ Every day of the week.

B. ❑ On these days only:
❑Mon. ❑Tues. ❑Wed. ❑Thurs. ❑Fri.

C. ❑ During winter months only.

D. ❑ Other (please specify)

Does your child have any serious health problems that the lunch supervisor should be aware of? i.e. allergies, medication, etc.

❑ Yes ❑ No

Please specify:

REQUIREMENTS

1. All participating students are expected to:
   (a) follow the school conduct/citizenship code - courtesy and safety,
   (b) stay on the school property under supervision throughout the lunch period,
   (c) bring a nutritious lunch including drink in unbreakable, unspillable container,
   (d) be responsible for clean-up of own eating area.

2. If the student is going to be at school but absent at lunchtime, the parent/guardian is to notify the school with a note or by telephone before 11:00 a.m.

Date

Parent/Guardian Signature

Appendix C

STUDENT MONITOR AUTHORIZATION FORM

The Board of Education for the City of Hamilton is arranging for students to act as student monitors in the lunchtime program at _____ commencing September 1994.
(name of school)

THIS FORM MUST BE READ AND SIGNED BY EVERY STUDENT WHO WISHES TO PARTICIPATE AND BY A PARENT OR LEGAL GUARDIAN OF A PARTICIPATING STUDENT.

DUTIES TO INCLUDE:
To monitor students participating in the school lunchtime program.
To notify the lunchtime supervisor of any inappropriate behaviour or any injuries.

Students choosing to participate as Student Monitors, would be instructed as to their role and the expectations of them in the event of an emergency.

The Board of Education for the City of Hamilton's liability insurance coverage would protect the student monitors should an occurrence arise.

ACKNOWLEDGEMENT:
WE HAVE READ THE ABOVE. WE UNDERSTAND THE PARTICULARS IN PARTICIPATING AS A STUDENT MONITOR IN THE LUNCHTIME PROGRAM.

Signature of Student: _____

Date: _____

Signature of Parent/Guardian: _____

Date: _____

PERMISSION:
I give _____ permission to participate as a Student Monitor
(name of student)
in the Lunchtime Program at _____ to begin on or about
(name of school)
_____.

Signature of parent/guardian: _____

Date: _____

8/2/94

Education Centre
100 Main Street West
Hamilton, Ontario
1994 09 01

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) (i) That the following teachers be re-appointed to the Probationary Staff, effective as shown, with salary according to the salary schedule:

Lorenzo Binotto (S), 1994 09 06
Carmen Bucci (S), 1994 09 06
Robert Bukvic (S), 3/6, (F.T. Sem. 1 only), 1994 09 06
Sharon Crechiola (E), 1994 09 06
Jeannine Falasca (S), 1994 09 06
Tony Guther (S), 1994 09 06
Susan Ingram (S), 1994 09 06
Angela Middaugh (S), 1994 09 06
Maria Persichini (S), 1994 09 06
Carl Prentice (S), 1994 09 06
Mark Spera (S), 3/6, (F.T. Sem. 1 only), 1994 09 06
Janice Tomlinson (E), 1994 09 02

(Replacements)
2 Elementary
10 Secondary

(ii) That Paul Vukosa (S) be appointed to the Probationary Staff, effective 1994 09 06, with salary according to the salary schedule. **(Replacement)**

2. PERMANENT STAFF APPOINTMENTS

(a) That the following teachers be rehired and appointed to the Permanent Staff, effective 1994 06 06, with salary according to the salary schedule:

Patricia Adam (E)
Tracey Austin (S), 3/6 (F.T. Sem. 1 only)
Terrence Beaupre (S)
Sandra Della Maestra (S)
Rita DiCenzo (S), 3/6 (F.T. Sem. 1 only)
Caryl Durst (S)
Jyoti de Haan (S)
Jennifer Holmes-Dziuba (E)
Jacqueline Johnson (E) .5
Deborah McAlpine (S)
Heather Moffat (S)
Heinz Plessl (S)
Pauline Stavnitzky (S)
Steven Toth (S)
Baeta Vertes (S)
Michelle Visca-Facciuolo, (S) 3/6 (F.T. Sem. 1 Only)
Sonia Zolis (E) .5

(Replacements)
4 Elementary
13 Secondary

3. PROMOTIONS

(a) (i) That Marion Spino (S) be appointed to the position of Acting Assistant Head of Department (Business Education), effective 1994 09 01, with salary according to the salary schedule. **(Replacement)**

(ii) That the following teachers be appointed to the positions indicated, on a temporary basis, effective as shown, with salary according to the salary schedule:

Diane Durney (S), (Assistant Head of Department - English), 1994 09 01 to 1995 08 31
Dennis Franey (S), (Head of Department - History), 1994 09 01 to 1995 01 31
Sheila Harrington (S), (Assistant Head of Department - History), 1994 09 91 to 1995 01 31
Anne Rudge (S), (Assistant Head of Department - Vocational, 1994 09 01 to 1995 01 31

(b) (i) That Gayle deJager be appointed to the position of Secretary, Assistant Superintendent - Grade 8, Administrative Staff, effective 1994 08 29, with salary according to the salary schedule.

(ii) That the following staff be appointed to the position of Educational Assistant (.5), Educational and Lunchroom Assistant Staff, effective 1994 09 06, with wage rate according to the Collective Agreement:

Manjushree Bhaduri
Diane M. Kunz
(Replacements)

4. INTERNAL APPOINTMENTS

(a) That the appointment of Maxine Martineau (E) to the position of Special Education Consultant, be extended effective 1994 09 01 to 1995 06 30, with salary according to the salary schedule.

5. TIMETABLE CHANGES

(a) (i) That the following timetable reductions, according to the Collective Agreements (Alternative Employment Plan - Voluntary Part-time Teaching), effective as shown, be granted:

Catherine Attridge (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
June Baxter (E), .7 to .5, 1994 09 01 to 1995 08 31
Karen Bernyak-Bouwman (E), 1.0 to .7, 1994 09 01 to 1995 08 31
Janice Boose (E), 1.0 to .5, 1995 01 01 to 1995 08 31
Marilyn Brown (S), 6/6 to 5/6, (3/3 Sem. 1, 2/3 Sem. 2), 1994 09 01 to 1995 08 31
Lesley Chiasson (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Trevor Chiasson (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Linda Chenoweth (E), 1.0 to .6, 1994 09 01 to 1995 08 31
Linda Cooper (E), 1.0 to .9, 1994 09 01 to 1995 08 31
Nancy Cooper (E), 1.0 to .5, 1995 01 01 to 1995 08 31
Susanna Costa-Popovich (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Joanne Crossman (E), 1.0 to .9, 1994 09 01 to 1995 08 31
Francoise Cyr (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Frances DiIorio (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Norma Dreossi (S), 6/6 to 5/6, (2/3 Sem. 1, 3/3 Sem. 2), 1994 09 01 to 1995 08 31
Francess Figge (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Paula Gallant (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Karen Gugliano (S), 6/6 to 3/6, (F.T. Sem. 2 only), 1994 09 01 to 1995 08 31
Anna Gusenbauer (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Karen Hahn (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Sylvia Holinaty (S), 6/6 to 3/6, 1994 09 01 to 1995 08 31 (Job Share with W. Holinaty)
William Holinaty (S), 6/6 to 3/6, 1994 09 01 to 1995 08 31 (Job Share with S. Holinaty)
Nancy Holmes (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Kathleen Johnson (S), 6/6 to 3/6 (F.T. Sem. 1 only) 1994 09 01 to 1995 08 31

Teresa Katerberg (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Gerald Kilby (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2)1994 09 01 to 1995 08 31
Sarah Lindsay (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Giselle Maerz (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Tiina Mallais (S), 6/6 to 5/6, (3/3 Sem. 1, 2/3 Sem. 2), 1994 09 01 to 1995 08 31
Julie Marshman-MacCuish (E), 1.0 to .8, 1994 09 01 to 1995 08 31
Marie Marskell (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Dawn Martens (E), .5 to .3, 1994 09 01 to 1995 08 31
Richard Moll (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Cathy Morningstar (E), 1.0 to .9, 1994 09 01 to 1995 08 31
Barbara Moskaluk (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Linda Pyett (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Christine Rees (E), .8 to .5, 1994 09 01 to 1995 08 31
Helen Senson-D'Addario (E), 1.0 to .6, 1994 09 01 to 1995 08 31
Eileen Shannon (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Michael Silbert (S), 6/6 to 5/6, (3/3 Sem. 1, 2/3 Sem. 2), 1994 09 01 to 1995 08 31
Lynsey Sober (S), 6/6 to 5/6, (2/3 Sem. 1, 3/3 Sem. 2), 1994 09 01 to 1995 08 31
Noreen Staios (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Magdalen Tassy-Gall (E), 1.0 to .7, 1994 09 01 to 1995 08 31
Cynthia Thomas (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Pamela Tuff (E), 1.0 to .7, 1994 09 01 to 1995 08 31
Bonnie Turner (E), 1.0 to .5, 1994 09 01 to 1995 08 31
Evelyn Wilkie (S), 6/6 to 4/6, (2/3 Sem. 1 & Sem. 2), 1994 09 01 to 1995 08 31
Barbara Yarwood (E), 1.0 to .5, 1994 11 07 to 1995 08 31
33 Elementary
15 Secondary

(ii) That the following timetable increases, effective as shown, be approved:

Tracy Allan (E), .5 to 1.0, 1994 09 01
Sabine Atkins (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Elaine Chrystman (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Helene Donohoe (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Shawn Duthie (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Susan Gadsby-Prest (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Laurie Gregory (E), .2 to .3, 1994 09 01 to 1995 08 31
Dorothy Johnson (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Laura Manente (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Robert Martin (E), .8 to 1.0, 1994 09 01 to 1995 08 31
Mary Lou Mauro (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Felicia McIntosh (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Susan Moreau (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Kathleen Morris (S), .3/6 to 4/6 (2/3 Sem. 1 & Sem. 2), 1994 09 01
Diane Nishizaki (E), .5 to 1.0, 1994 09 01 to 1995 08 31
David O'Connor (E), .5 to .8, 1994 09 01 to 1995 08 31
Suzanne Sharrett (E), .5 to 1.0, 1994 09 01 to 1995 08 31
Jane Snider (E), .8 to 1.0, 1994 09 01 to 1995 08 31
Judith Stokoe (E), .8 to .9, 1994 09 01 to 1995 08 31
Gail Williams (S), 2/3 to 3/3, (2/3 Sem. 1, 1/3 Sem. 2), 1994 09 01
(Replacements)
18 Elementary
2 Secondary

6. *RETIREMENTS*

(b) That the resignation of Olive Clark, Educational Assistant (Educational and Lunchroom Assistant Staff), for the purpose of retirement, effective 1994 06 29, be accepted with regret and that the Board's gratuity be paid.

7. *LEAVING EMPLOYMENT*

(a) That the date for the following teacher to leave the employ of the Board be approved:

Paul Cianflone (S), 1994 08 31

(b) That the date for the following staff to leave the employ of the Board be approved:

Rebecca Ferguson (Secondary School Clerical & Secretarial Staff), 1994 08 31
Joanne Pitilli (Secondary School Clerical & Secretarial Staff), 1994 08 31
Sharon Worron (Secondary School Clerical & Secretarial Staff), 1994 08 31
Marsha Zagorac (Secondary School Clerical & Secretarial Staff), 1994 08 31
Downsizing - Right to Recall Time Elapsed

8. *LEAVES*

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Linda Arndt (S), 1994 09 01 to 1995 08 31
Margaret Barnes (E), 1994 05 17
Adele Blais (E), 1994 09 06 to 1994 12 31
Mavis Brown (E), 1994 03 10
Sharon Dorin (E), 1994 09 28 to 1995 04 04
Sandra Easterbrook-Barna (E), 1994 10 03 to 1995 03 17
Laurie Firlit (E), 1994 07 25 to 1994 12 16
Paula Friend (E). 1994 09 19 to 1995 03 10
Linda Geddes (E), 1994 08 26 to 1995 04 28
Kathryn Kohler (E), 1994 09 19 to 1995 04 28
Lorena Koike-Woods (E), 1995 01 01 to 1995 03 31
Paula Massey (E), 1994 06 06 to 1994 06 30
Jennifer McConnell (S), 1994 08 16 to 1995 02 21
Wilmagale Morrison (E), 1994 05 25
Joanne Restivo (S), 1994 06 13 to 1994 12 16
Racheline Seidelman, 1994 09 01 to 1995 08 31
Mary Jane Stevens (E), 1995 02 01 to 1995 08 31
Tara Tandan (S), 1994 09 01 to 1995 08 31
Flora Tzaras (E), 1994 09 19 to 1995 03 24
Jeanette Van Wyck (E), 1994 09 06 to 1995 05 05

(b) That the request of the following staff for Leaves of Absence, effective as shown, be granted:

Patricia Daines (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06 to 1995 06 30
Linda Eustace (Secretary, Secondary School Clerical & Secretarial Staff), 1994 08 08 to 1995 02 10
Charmaine Hanley (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06 to 1995 06 30

Daniel Horne (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06 to 1995 04 21
Marlene Winsor (Secretary, Clerical and Technical Staff), 1994 09 19 to 1995 03 24

Leave Extension

(a) That the requests of the following teachers for extensions of their Leaves of Absence, effective as shown, be granted:

Louise Lieberman (E), 1994 09 01
Richard Piet (S), 1994 09 01 to 1995 08 31
Barbara Yarwood (E), 1994 09 01 to 1994 11 04

(b) That the request of the following staff for an extension of a Leave of Absence, effective as shown, be granted:

Joanne Castle (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06 to 1994 12 31
Wendy Lauzon (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06 to 1994 12 02
Terri Whitworth (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 05 02 to 1995 06 02

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Nancy Cooper (E) at a previous meeting be changed to 1994 05 09 to 1994 12 31.

Return from Leave of Absence

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown:

Biljana Arsovic-Filice (E), 1994 09 01
Linda Chenoweth (E), 1994 09 01 (.6)
Nancy Cooper (E), 1995 01 01 (.5)
Theodore Connor (S), 1994 09 01
Francoise Cyr (E), 1994 09 01 (.5)
Paula Gallant (S), 1994 09 01 (4/6)
Debora Ligas (E), 1994 09 01
Sarah Lindsay (E), 1994 09 01 (.5)
Julie Marshman-MacCuish (E) (.8)
Anna Mori (E), 1994 09 01
Brenda Stewart (E), 1994 09 01
Shawna Valoppi (E), 1995 01 01 (.5)

(b) That the following staff be returned from their Leaves of Absence, effective as shown:

Janie Jarnevich (Secretary, Secondary School Clerical & Secretarial Staff), 1994 08 16
Deborah Little (Secretary, Secondary School Clerical & Secretarial Staff), 1994 07 25
Teresa Robson (Library Technician, Secondary School Clerical & Secretarial Staff), 1994 08 01
Norma Rookwood (Secretary, Clerical and Technical Staff), 1994 08 29
Pauline Vanderwal (Secretary, Secondary School Clerical & Secretarial Staff), 1994 08 29

9. OTHERS

(a) We regret to announce the deaths of the following teachers on the dates shown:

Bruce Baker (S), 1994 06 09
James Cunningham (S), 1994 07 13
Wilma Torrens (S), 1994 08 07

Reciprocal Transfers

(a) (i) That William Magda (E) be transferred from the Elementary Panel to the Secondary Panel (reciprocal), effective 1994 09 01, with salary according to the salary schedule.

(ii) That David Andrus (S) be transferred from the Secondary Panel to the Elementary Panel (reciprocal), effective 1994 09 01, with salary according to the salary schedule.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

/kd

REQUEST FOR "FOUR OVER FIVE" PLAN

(a) That the Board rescind the Leave of Absence granted at a previous meeting to Todd Kirby (S) and approve his request to withdraw from the Salary Holdback Plan ("Four Over Five"), effective 1998 02 01 to 1998 06 30 (2nd Sem., 1997-98 School Year).

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AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 10 13

Confirmation of the minutes of the special meeting of 1994 06 27.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1.	Report re Organization of Administrative Services	**Pages 1 to 15**

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 16 to 17**
2.	Staffing Report	**Page 18**
3.	Report on Supply Teachers	**Page 19**
4.	Report re Pay Equity and Job Evaluation [referred at Board – 1994 09 20]	**Pages 20 to 25**
5.	Verbal Update re Travel Allowances	
6.	Verbal Update re Education Centre Parking	
7.	Report of the Affirmative Action/Employment Equity Committee	**Page 26**

ELEMENTARY/SECONDARY

BUSINESS ARISING FROM THE MINUTES:

1.	Report re Lunchtime Supervision	**Pages 27 to 34**

NEW BUSINESS:

1.	Recommendations of the Superintendent of Human Resources	**Pages 35 to 38**

1994 10 13

TO: **The Chairman and Members**
Personnel and Organization Committee

FROM: **P. Gillie, Superintendent - Administrative Services**

RE: **Organization of Administrative Services**

REPORT: **Decision**

Background:

1. A report on the organization of Administrative Services was presented to the Board in November 1993. The need to carry out a review was identified. At the time the Superintendency had been newly implemented and the organization represented few changes. (Appendix C)

2. Since that time the Superintendent along with Managers, Supervisors and Section Leaders have examined the services and operations under Administrative Services - Computer, Research, Systems, Information Desk and Printing. (Appendix D and E)

3. The amalgamation (Stage I- Restructuring) of administrative computers and some instructional computer functions has combined the responsibility for thousands of pieces of equipment for both classroom and administrative purposes. The value of these items ranges from $5 to an average of $15,000 per item, for an estimated total current value well over $10 million. (Appendix H).

4. A Technological Implementation Plan built on universal corporate standards leading to an affordable flexible infrastructure is necessary in order to use effectively limited Human and Financial Resources. Training for all staff of the Board will become essential in this implementation. (Appendix B and H)

5. The report regarding restructuring of the Plant Department included the establishment of a managerial position within Administrative Services to encompass demographics and accommodation.

6. This Report focuses on Administrative Services up to July 1, 1994 and the changes required to support technological implementation. Skill requirements and staff responsibilities are undergoing change as duties and responsibilites are redistributed. With this process the possibility of reclassification must be understood. It will be necessary to re-evaluate some jobs in Administrative Services. (Appendix B and F)

7. Effective July 1, 1994 certain Plant Services have been transferred to Administrative Services. They are Design Services, Engineering and Maintenance, Electrical, and Mechanical. A review of the Plant Operation is in progress with the goal of completing before year end. A report will follow.

Issue:

To report a revised organization for Administrative Services.

Recommendations:

1. **The revised Job Description and title of the Superintendent be approved. (Appendix A)**

2. **The following staff changes be approved for implementation. (Appendix B)**

a. The position Systems Supervisor be renamed Manager Administrative Services and Denver Haynes be appointed Manager Administrative Services, retroactive to January 1, 1994.

b. The position Manager Computer and Technical Services be renamed Manager Technical Services and Len Dixon be appointed Manager Technical Services effective November 1, 1994 .

c. The position Data Control Clerk be renamed Data Support Clerk effective November 1, 1994.

d. The Equipment Services Technicians, Software Technicians, Personal Computing Coordinator and Office Assistant be amalgamated into one section for both administrative and instructional equipment acquisition, installation and maintenance effective November 1, 1994.

e. The position Supervisor Technical Support Services (salary grade 11) be approved for a three year term, subject to renewal, and posted effective November 1,1994.

f. The position Technical Supervisor be renamed System Network Supervisor and Larry McDonald be appointed System Network Supervisor, effective November 1, 1994.

g. The position Computer Equipment Coordinator be renamed Mainframe Network Coordinator and Brian Riess be appointed Mainframe Network Coordinator, effective November 1, 1994.

h. The position Supervisor Equipment Services be renamed Supervisor Distribution Support Services and Ron Rasian be appointed Supervisor Distribution Support Services effective November 1, 1994 .

i. The position Methods and Communications Analyst be renamed Administratative Support Consultant and Dave Kingsley be appointed Administrative Support Consultant effective November 1, 1994.

j. The position Project Research Analyst be renamed Coordinator Research Services and Karen Chaikoff be appointed Coordinator Research Services effective November 1, 1994.

3. **The following new positions be approved effective November 1, 1994.**

   a. One Technician (salary grade 10) be added to the amalgamated Technical Support Group in line with the I.I.S. Plan, and the position be posted effective November 1, 1994.
   b. The position of System Support Programmer (salary grade 10) be added to Computer Services in line with the I.I.S. Plan and the position be posted, effective November 1, 1994.

4. **The management position approved 1994 06 30 be called Manager of Planning and the Superintendent Administrative and Operational Services post this position immediately, for a three year term, salary grade 15, subject to renewal.**

Rationale :

1. The revised Job Description represents changes up to and including July 1, 1994. (Appendix A)

2. The proposed changes provide for streamlining services and supporting current priorities now and into the future. (Appendix B , Appendix G , Appendix H)

3. The new position of Manager of Planning addresses the current priority for accommodation. (Appendix B , Section D , number 3)

Appendices:

Appendix A	Revised Job Description of Superintendent
Appendix B	Review Process of Administrative Services
Appendix C	Current Organization of Administrative Services - two chart views provided
Appendix D	Functions Within Administrative Services
Appendix E	Functions Associated With Administrative Services
Appendix F	Revised Function Description
Appendix G	Proposed Organization and Costing
Appendix H	Impact of Amalgamation of Instructional and Administrative Computers

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Report prepared by:	P. Gillie, Superintendent Administrative Services L. Dixon, Manager Computer and Technical Services D. Haynes, Supervisor Systems and Support Services K. Chaikoff, Project Research Analyst
Submitted by:	P. Gillie, Superintendent Administrative Services
Approved by:	Senior Management

APPENDIX A

SUPERINTENDENT - ADMINISTRATIVE AND OPERATIONAL SERVICES

The Superintendent - Administrative and Operational Services is responsible for leadership in the review, development, and implementation of processes and procedures required for the handling of administrative and operational services across all levels of the organization. Reporting to the Director, this leadership responsibility will be carried out recognizing the key role that current and new technologies have in progressive organizational change. The Superintendent - Administrative and Operational Services will be responsible for the supervision and evaluation of all staff assigned to administrative and operational services.

JOB DESCRIPTION

1. The Superintendent - Administrative and Operational Services is responsible for functions and staff in the following services; Computer Services, Research Services, Systems Support Services, Printing, Information Desk and Plant (excluding Caretaking).

2. The Superintendent - Administrative and Operational Services is responsible for the Integrated Information Systems Project including insuring a system wide technical infrastructure for both administrative and instructional purposes.

3. The Superintendent - Administrative and Operational Services is responsible for providing, consistent with Board Policy, adequate accommodation for students and staff. This includes the maintenance and operation of buildings and grounds.

4. The Superintendent - Administrative and Operational Services will be responsible for the Annual Report of Accommodation.

5. The Superintendent - Administrative and Operational Services will be responsible for working with all sectors of the organization to integrate operational functions across the system.

6. The Superintendent - Administrative and Operational Services will work in conjunction with the Superintendent of Human Resources to insure appropriate staff development plans and programs for training and retraining of staff in the field of information technologies; and with the Superintendent of Program to insure appropriate inservice programs consistent with Integrating Computers Across the Curriculum.

7. The Superintendent - Administrative and Operational Services will work with other Supervisory Officers to identify and provide critical information for strategic planning.

8. The Superintendent - Administrative and Operational Services will be responsible for the financial planning, allocation and management of budgets related to the identified administrative and operational services, including the Integrated Information Services Project.

9. The Superintendent - Administrative and Operational Services will be responsible for the review of this job description and making recommendations for revision to Senior Management.

APPENDIX B

REVIEW OF ADMINISTRATIVE SERVICES

A . Basis for Change - Context and Principles

1. Long standing structures and processes have been impacted by downsizing from retirements, budget reductions and social contract targets. As a result, demand for certain existing services has increased and the need for new services has become evident. In this context there was need to examine the current operation in order to restructure. The goal has been to provide services essential to meeting the priorities of the System in an environment of shifting directions.

2. The following premises were initial guiding principles for review :

   a.) address the technological infrastructure
   b.) consolidate operations within Administrative Services
   c.) integrate with operations across the organization
   d.) determine service standards

3. Staff added the following :

   e.) provide backup through cross training
   f.) apply standards across the organization

4. In the process of review there was agreement that restructuring should result in the following:

   - more decision making in the hands of staff
   - improved planning processes to establish priorities
   - clear policies and procedures
   - more flexible structures in order to adapt with ongoing change
   - service and training that is solution oriented

B. Process

1. A series of meetings with individual staff members and groups of staff have taken place since the November Report on Restructuring. The following table summarizes these meetings.

Meetings to Review Administrative Services

DATE	MEETING DESCRIPTION
January 1994 to April 1994	Superintendent, Manager Computer Services, Supervisor Systems - developed framework for review - detailed current structure in order to examine in new framework - planned process for involving staff in the process
April and May	meeting with Manager Collective Bargaining to review processes related to collective agreements
May to September 1994	- meetings with Managers, Supervisors, Section Leaders, Staff in whole gruop, small groups, individually and on their own to examine the operation in order to recommend changes

2. In order to consolidate operations, functions within Administrative Services were reviewed. (Appendix D)

3. In order to be able to consider the integration of operations across the organization functions in other Superintendencies associated with Administrative Services were reviewed. (Appendix E)

C. Status

1. Reorganization has combined instructional and administrative functions within Administrative Services. Administrative Services must now focus on three main processes:

    1. Planning Processes
    2. Technical Processes
    3. Administrative Processes

    It should be noted that while the review of Plant Services has not been completed it seems likely that an operational process pertaining to our buildings will become a fourth main process. The following table outlines the services that are required for our System in these three sections.

PLANNING	TECHNICAL	ADMINISTRATIVE
• Research • Student Enrolment • Student Tracking • Forecasting • Capacity • Boundary Maintenance • Student Information , Analysis, Assessment • Surveys, internal and external • Statistical Reports and Ministry of Education Reporting • Liaison with Municipal, Provincial, Federal Planning Departments • Accommodation	• System-wide corporate standard for technical infrastructure for data, voice, graphic transmission within the Board and outside of the Board • acquisition, allocation, maintenance of hardware, software and peripherals for Administrative and Instructional uses • application enabling • support and training for both adminstrative and teaching staff	• Production • Distribution • Documentation including, developing, indexing, archiving. cataloging, distributing • Clearinghouse for administrative and operational procedures • Facility Management- meeting room bookings, security and switchboard , authority for building activities and usuage

2. There are processes in Plant that upon review will also be able to be consolidated, some of them related to the above processes.

3. There remain processes in other Superintendencies that can be integrated into the above processes. Each Manager will be responsible for the ongoing review of their operation with the view to further integrate.

D. Organizational Changes for Administrative and Operational Services

- The existing organizational structure (Appendix C) is a collection of services and sections that have become disjointed through reorganizations, reductions and redeployments.

- The proposed organization is designed to:

    - consolidate service and supervision
    - streamline process
    - integrate with similar services in other Superintendencies, when possible

- Toward this design some changes can be achieved immediately, whiie others will require change in stages and phases depending on availability of different equipment, relocations of people and operational changes. Periods of transition will be necessary as these changes are advanced.

- As Managers in Administrative Services and in other Superintendencies continue to review their operations other organizational changes are anticipated. With the ongoing implementation of new technologies comes an ongoing shift in how daily work can be done. This results in the need to change staff duties or to realign staff in order to continually put service with priority.

  More consolidation within Administrative Services and integration with processes in other Superintendencies are anticipated. Updates to these changes will be necessary.

1. The following staff changes are proposed for implementation:

a) The position Systems Supervisor be renamed Manager Administrative Services and Denver Haynes be appointed Manager Administrative Services.

b) The position Manager Computer and Technical Services be renamed Manager Technical Services and Len Dixon be appointed Manager Technical Services .

c) The position Data Control Clerk be renamed Data Support Clerk.

d) The Equipment Services Technicians, Software Technicians, Personal Computing Coordinator and Office Assistant be amalgamated into one section for both administrative and instructional equipment acquisition, installation and maintenance.

e) The position Supervisor Technical Support Services be approved for a three year term, subject to renewal and be posted.

f.) The position Technical Supervisor be renamed System Network Supervisor and Larry McDonald be appointed System Network Supervisor.

g). The position Computer Equipment Coordinator be renamed Mainframe Network Coordinator and Brian Riess be appointed Mainframe Network Coordinator.

h) The remaining sections in Systems Support be realigned to provide for
   1. document production and management
   2. distribution
   3. administrative operations and processes

i) The position Supervisor Equipment Services be renamed Supervisor Distribution Support Services and Ron Rasian be appointed Supervisor Distribution Support Services.

j) The position Methods and Communications Analyst be renamed Adminstrtative Support Consultant and Dave Kingsley be appointed Administrative Support Consultant.

k) The position Project Research Analyst be renamed Coordinator Research Services and Karen Chaikoff be appointed Coordinator Research Services.

2. **The Integrated Information System Plan identifies two additional staff positions to support the ongoing acquisition and maintenance of new computer equipment and the new demands on both the mainframe and client server network systems.**

The System Support Programmer will provide programming support for networking and online systems that span our entire city in over 100 remote sites. This highly technical position will be backup to the only other qualified person in this department. When a network or part of it is down, it these staff who diagnose, pinpoint and correct the problem.

Without addressing these two needs it will not be possible to respond to the rapid change and daily demands for technical support.

a. One Technician be added to the amalgamated Technical Support Group in line with the I.I.S. Plan, and the position be posted .
b. The position of System Support Programmer be added to Computer Services and the position be posted.

3. **The management position approved 1994 06 30 be called Manager of Planning and the Superintendent Administrative and Operational Services post this position for a three year term, subject to renewal.**

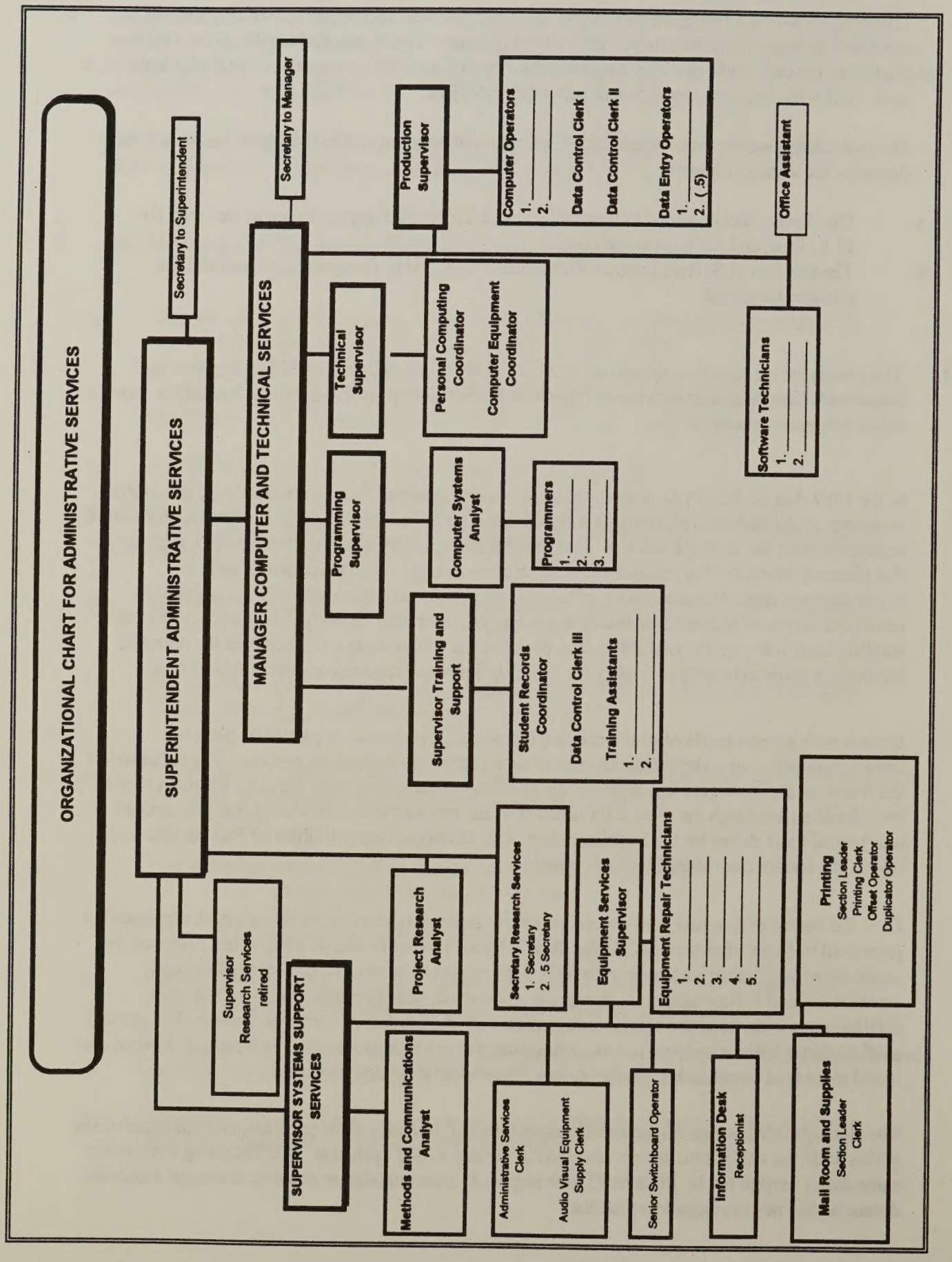
In the 1992 Annual Report of Accommodation it was recommended that consideration be given to assigning accommodation planning as a significant staff role. With the decline in funding for school accommodation the need for creative, cost wise solutions is requiring a more rigourous approach to this planning function. The ongoing building campaign on the south mountain as well as neighbourhood renewal and rezoning of land to residential use in the lower city is resulting in enrolment increases that are continually impacting our operating capacity. The problem will not stabilize until well into the year 2000. The complexities of developing partnerships for multiuse facilities in order to be able to qualify for building funds will require considerable staff time.

Liaison with several levels of provincial and municipal government, in particular planning departments takes up a significant amount of time in the accommodation process. The reduction of the Supervisor in Research has added to the difficulty of managing these tasks. In the main they have been facilliated through the short term contract of the retired Supervisor during last year and the carrying of these duties by the Superintendent. The additional responsibilites of Plant at this level makes the continuous management not possible.

Over the course of this past year several processes in Research have been streamlined, eliminated or priortized to a less often process. At the same time the Project Research Analyst has reviewed the administrative duties in Research, especially with respect to student enrolment tracking and verification, and survey support processes. A greater link with Computer Services has been established in order to better utilize student data from the Student Information System. The clerical staff are being trained by the Analyst in basic statistical processes so that the Research Analyst can spend more time coordinating the day to day activities of Research Services.

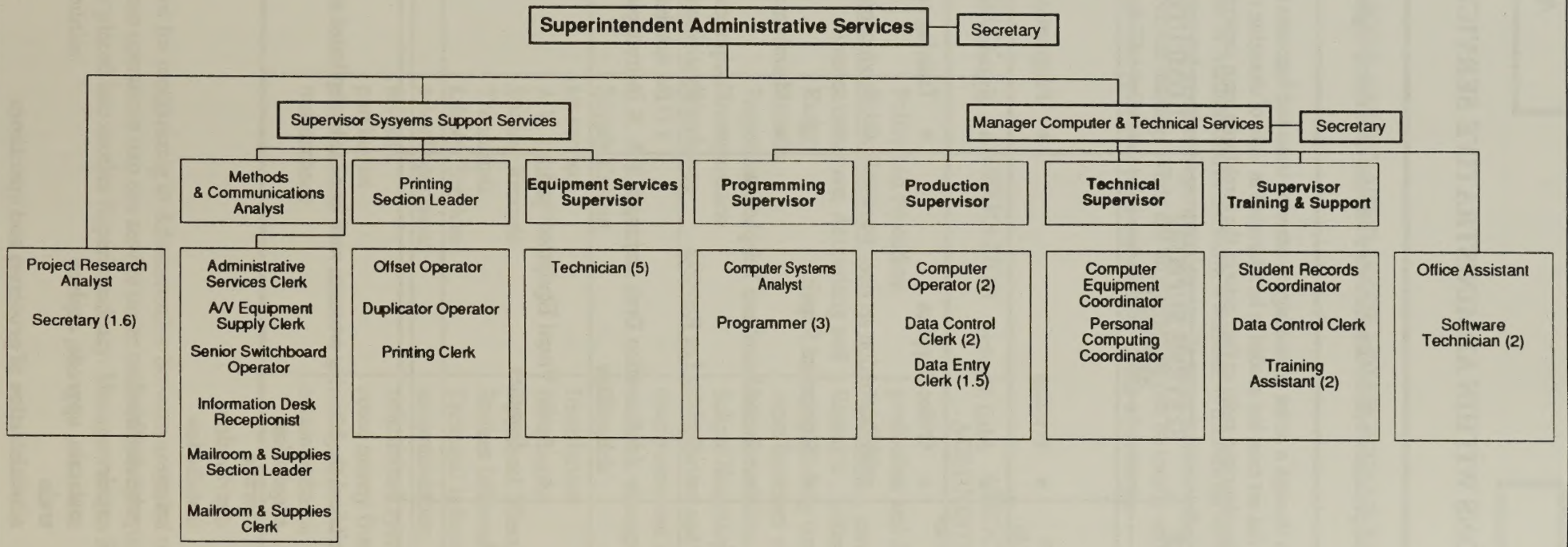
The management position for accommodation planning will have some responsibility for supervision of this staff but will not be directly involved in the day to day operation. It is becoming evident that some duties carried out by Plant Staff with respect to Accommodation could be managed within the dutues of this new management position.

ORGANIZATION APPROVED , NOVEMBER 1993 **APPENDIX C**



Organizational Chart - Administrative Services - Current

Total F.T.E. - 47.1



APPENDIX D

FUNCTIONS WITHIN ADMINISTRATIVE SERVICES

In order to review operations and processes within Administrative Services the existing organization was the starting point. (Appendix C)

Each main section was reviewed through a series of meetings to examine tasks and functions that were similar, that could be eliminated or that did not exist but needed to be addressed in light of changing needs. The following chart is a simplification of the functions and tasks as they exist in the three three main sections.

RESEARCH SERVICES	SYSTEMS SUPPORT SERVICES	COMPUTER SERVICES
• Enrolment Administration for System and Reporting to Ministry • Average Daily Enrolment for grant calculation • Research Projects and Survey Requests for System use and for decision making • Student Tracking of enrolment for analysis for dropout rates, forecasting, average class sizes • Statistical Analysis • School Boundary Maintenance • Accommodation Planning and working with City Planning department	• Printing • Mail Services • Office Supplies • Distribution services • Equipment Repair • Switchboard and Telephones • Parking Lot Receipts • Information Desk and room bookings • Audio Visual Equipment and Supplies	• Programming • Systems Analysis • Training and Support • Production , data entry and control • Mainframe and network • Equipment and software acquisition and installation for Administrative and Instructional Programs

In reviewing these threee main sections the following processes were found to be duplicated across the sections.

- **acquisition**
- **storage**
- **distribution**
- **installation**
- **set up**
- **print and bind**
- **repair**
- **maintain, upgrade, replace**
- **train**
- **administration of processes and operations**

APPENDIX E

FUNCTIONS ASSOCIATED WITH ADMINISTRATIVE SERVICES

In reviewing operations in Administrative Services, a number of operations were found to be incomplete. Parts of them are carried out in other Superintendencies. In some instances this compartmentalization results in staggered decision making. While not all operations can be totally self contained there are areas that could be integrated. The following table summarizes areas of overlapp.

SUPERINTENDENCY	OPERATION	ASSOCIATION WITH ADMINISTRATIVE SERVICES
Director	Policy and Procedure Public Relations	production and distribution publishing
Finance	Assessment, Accounting and Budget Rentals, Properties Transportation Warehouse	Research , non resident pupil tracking average daily enrolment calculation room bookings where fee charged Accommodation School Boundary, enrolments Distribution and records storage
Human Resources	F.O.I. R.R. & E. Equity Supply Calling	distribution and records storage research, demographics, surveys Dispatch
Program	kit services A.V. Library Student Records Transcripts Library Services	Distribution Distribution Document Management Database Student Information System Technical Infrastructures
Schools	school operations	accommodation, boundary, surveys
Plant	security parking lot electrical maintenance	switchboard system , panel count money from receipts wiring and cabling accommodation

Some recommendations for reorganizing in Administrative Services are based on integrating now or in the near future some of these operations into one service under one level of supervision. In some cases the operation will be better placed into another Superintendency. Managers across Superintendencies are examining these possibilities.

ADMINISTRATIVE AND OPERATIONAL SERVICES

PLANNING

- **Accommodation**

  - enrolment forecasting
  - boundary revisions
  - neighbourhood developments
  - liaise with Planning Departments
  - buildings inventory
  - building capacities

- **Research**

  - surveys, internal and external
  - demographic studies
  - statistical analysis
  - trends
  - special projects

- **Administration**

  - student enrolment validation for internal and external reporting
  - calculations of enrolment figures for System use eg. staffing
  - Ministry Liaison and Administration for Enrolment Reporting
  - enrolment assessment
  - boundary information and maintenance

ADMINISTRATIVE

- **Management Support Services**
  - Policies and Procedures development and implementation
  - Project services
  - Education Centre office services

- **Document Production Services**
  - Printing and duplicating services for all locations
  - Artwork preparation and imaging
  - Forms design and cataloguing
  - Bindery operations

- **Distribution Support Services**
  - Internal/interboard/regional delivery services
  - Canada Post external mail and courier services, all Board locations
  - Documents, records, supplies, consummables and specialty equipment storage & distribution

- **Information Resource Services**
  - Centralized media resources management
  - Centralized records management for current, prior and archival periods
  - Information retrieval services Indexing and cataloguing

TECHNICAL

- **Technical**
  - Mainframe hardware and operating systems
  - Software installation and maintenance
  - City-wide telecommunications network
  - Administrative and Instructional equipment services

- **Programming**
  - Application software design, installation and maintenance
  - Database design and maintenance

- **Computer Operation**
  - Mainframe system operation
  - Financial, Employee and Student systems operation
  - Network monitoring and control

- **Desktop Support and Training**
  - Desktop hardware acquisition, installation and maintenance
  - PROFS electronic mail system maintenance and training
  - Administrative and Instructional desktop software support and training
  - SIS support and training

OPERATIONS

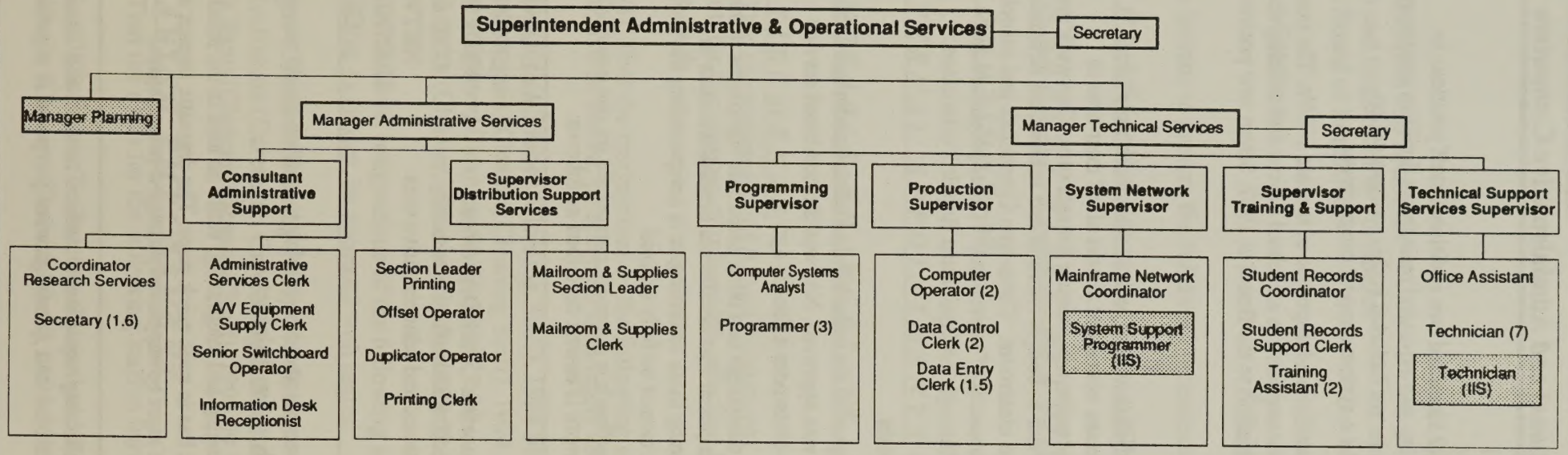
PLANT

UNDER REVIEW

- Design
- Maintenance and Engineering
- Electrical
- Mechanical

Organizational Chart - Administrative Services - November 1994 - Proposed

Total F.T.E. - 50.1



Estimated Annual Cost

	POSITION	GRADE	COST ESTIMATE	NOTES
1.	Manager Planning	15	$ 67,833.00	1.
2	Supervisor Technical Support	11	$ 4,259.00	assumes candidate from within present work group
3.	Technician	10	$ 39,002.00	
4.	System Support Programmer	10	$ 41,702.00	
	SUB TOTAL		**$152,796.00**	
	Less savings allocated from elimination of Superintendent of Plant (Note 1.)		$67,833	approved July 94
	TOTAL TO RESTRUCTURE		**$84,963**	
	Benefits Estimate		$ 22,280.00	
	TOTAL WITH BENEFITS		**$ 107,243**	

APPENDIX H

Impact of the Amalgamation of Instructional and Administrative Computers

✓ Computer Services

The IIS Strategic Plan approved in January 1992 identified two additional staff positions to support the addition of workstations, enhanced networking and expanded mainframe facilities necessary to achieve the goals of the Stategic Plan. These two positions are included in this reorganization. One position was for a repair technician and the other for a system support programmer.

The System Support Programmer had been identified and approved in the late 1980's. The need for a city wide network along with electronic mail, microcomputers in all school offices and training and support was first identified and approved in a report presented to the Board in 1987. Seven new positions were identified in that report to support this effort.

✓ Curriculum Resources and Technologies

In order to service classrooms and train teachers in computer technologies there were two permanent software technicians and three casual technicians who spent almost all of their time in classrooms responding to software management or with teachers in training for software. This work was coordinated through a curriculum leadership position. Prior to budget restraint and subsequent downsizing two additional positions were identifed for support to the classroom. Classroom Computers and associated peripherals, totalling almost 5000 pieces, along with thousands of televisions, VCR's, projectors and various electronic devices are all repaired and serviced through the Equipment Repair Technicians.

✓Current Instructional and Administrative Needs

The reorganization that has taken place with regard to the consolidation of classroom and office computers was not forseen when the IIS Strategic Plan was approved. Nor was the combined service considered when computers were first introduced to the classroom a decade ago .

The annual purchase of hundreds of additional computers and other electronic equipment items has added to the difficulties of providing support. Aging equipment that accelerates breakdown rates in combination with an overall undertrained staff in sustaining these technologies is compounding the problem and leading to an inappropriate level of equipment that cannot be fully utilized.

The need to maintain an increasingly complex network is currently carried out by one qualified person. There is no backup. The complexity of the network is easiest described as follows:

• - the mainframe • - communication lines leading to all Board Buildings and Education Centre Departments • - local area networks in all our Secondary Schools and the need to network in Elementary • - hundreds of individual computers and terminals for instructional and administrative uses	**ALL LINKED AND FUNCTIONING TOGETHER IN ONE LARGE NETWORK SPANNING THE CITY**

The increased number of schools expressing concerns about our ability to provide timely service and support undermines the efforts of staff who are truly trying their best.

The rate at which technology is advancing, changing and integrating, while an idea in the minds of many, was not anticipated to reach the capability that it has in such quick steps. The dramatic impact it is having and will have on our lives and in our classrooms must be supported through a technological implementation plan.

Changes that address the need to service malfunctioning equipment, reduce turnaround time, along with support for network and online systems for both instructional and administrative purposes is a priority in order to minimize classroom and office equipment downtime.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 10 13

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. ***PROBATIONARY STAFF APPOINTMENTS*** - Nil

2. ***PERMANENT STAFF APPOINTMENTS*** - Nil

3. ***PROMOTIONS*** - Nil

4. ***INTERNAL APPOINTMENTS*** - Nil

5. ***TIMETABLE CHANGES*** - Nil

6. ***RETIREMENTS***

(a) That the resignation of Robert Leedale (S), Principal of the Adult and Continuing Education Department, for the purpose of retirement, effective 1994 12 31, be accepted with regret and the Board's gratuity be paid.

(b) (i) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Marion Blacklock (Cleaner, Cleaning Staff), 1994 09 30
Madeleine Bourgois (Cleaner, Cleaning Staff), 1994 12 30
Mary Giles (Cleaner, Cleaning Staff), 1994 12 30
Raffaella Lepore (Cleaner, Cleaning Staff), 1994 12 30

(ii) That the resignations of the following staff for the purpose of retirement from the position stated, effective as shown, be accepted with regret:

Mona Gagne (Cleaner, Cleaning Staff), 1994 01 04
Vernon MacKenzie (Caretaker, Caretaking and Maintenance Staff), 1994 09 01
Annamaria Santi (Cleaner, Cleaning Staff), 1994 09 30

7. ***LEAVING EMPLOYMENT***

(a) That the dates for the following staff to leave the employ of the Board be approved:

Richard Hazell (Software Technician, Clerical and Technical Staff), 1994 09 27
Barbara Mihalic (Cleaner, Cleaning Staff), 1994 08 15

8. LEAVES

Secondment

(a) That the request of the Hamilton-Wentworth Industry Education Council for the extension of the secondment of James O'Connor (S), effective 1994 09 01 to 1995 08 31, to serve as the Executive Director, be approved.

Leave Extension

(a) That the request of Terri-Lyn Cousins, Safety Clerk (Clerical and Technical Staff), for an extension of her Leave of Absence, effective 1994 09 19 to 1994 12 30, be granted.

Return from Leave of Absence

(a) That the following staff be returned from their Leaves of Absence, effective as shown:

Brenda Bradt (Caretaker, Caretaking & Maintenance Staff), 1994 09 06
Dilys McIlveen (Cleaner, Cleaning Staff), 1994 09 13
Catherine Paonessa (Clerk, Clerical and Technical Staff), 1994 10 03
Tina Robinson (Training Assistant, Clerical and Technical Staff), 1994 09 26

9. OTHERS

(a) We regret to announce the death of Barbara Hore, Caretaking and Maintenance Staff on 1994 09 08.

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1994 ACTUALS												1994
	1988	1989	1990	1991	1992	1993	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	BUDGET
Admin & Support Staff	470.64	492.54	493.54	486.71	452.66	449.66	449.66	449.16	449.16	449.16	449.16	449.16	447.36	447.36	440.36				434.86
Co-ordinators/Consultants	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	47.00				46.00
Teachers - Elementary	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,575.65				1,569.95
Secondary - Composite	757.50	795.00	841.00	850.67	861.33	839.67	839.67	843.67	843.67	843.67	843.67	843.67	843.67	843.67	806.00				781.67
- Vocational	160.07	146.00	116.67	107.67	100.67	87.00	87.00	86.00	86.00	86.00	86.00	86.00	86.00	86.00	70.00				84.00
- Vanier	33.00	34.00	33.50	34.00	35.00	36.00	36.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	37.00				37.00
Elementary TR	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	9.00				13.00
Secondary TR	8.00	7.00	9.67	14.67	15.33	12.67	12.67	13.33	13.33	13.33	13.33	13.33	13.33	13.33	12.67				13.33
Lunchroom - Elementary	102.90	115.10	112.30	118.50	82.86	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	64.86				85.25
- Secondary	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	5.57				7.64
- Vocational	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.07				1.71
Bus Supervisors	14.40	16.50	17.68	16.71	15.86	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	16.75				17.14
Educational Assistants	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.67				231.17
Lunchroom Assistants	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	2.70				4.12
Ctkrs/Maint/Whs/Asbestos	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	211.00	211.00	210.00				209.00
Cleaners/Cooks	340.00	347.00	351.00	360.00	347.00	313.00	313.00	311.00	310.00	310.00	310.00	310.00	307.00	307.00	306.00				309.00
Recoverable-Tchrs/Other	34.92	33.92	41.25	41.75	41.05	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	36.15				34.55
- Consultants	0.33	0.33	0.33	0.33															
- Clerical			0.50																
- Educ Assist	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33				4.33
- Admin							0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50				0.50
Full Time Equiv. Positions	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52	4,055.52	4,055.52	4,048.72	4,048.72	3,878.28				3,884.22
Number Of Employees			4,805	4861	4,829	4,706	4,706	4,706	4,705	4,705	4,705	4,705	4,698	4,698	4,450				4,540
Lunchroom Enrolment	14,000 est	15,000 est	15,571	16,618	17,432	18,003	18,003	18,003	18,003	18,003	18,003	18,003			18,707				18,000
Enrolment - Elementary	*25,007	*25,474	*25,811	*26,111	*26,387	*26,685	26,737	26,704	26,682	26,618	26,590	26,561			*27,084				**26,905
- Sec Composite	*12,213	*12,354	*12,707	*12,328	*13,001	*11.529	11,688	11,660	11,469	11,113	10,911	10,827			*12,158				**12,647
- Sec Vocational	*1,598	*1,453	*1,189	*950	*1,037	*771	755	797	748	705	678	544			*736				**915
- Sec Vanier	*407	*400	*399	*382	*465	*464	468	469	465	462	454	454			*480				**489
- T. R.	*210	*193	*178	*160	*167	*164	161	161	161	161	161	165			*157				**160
- TOTAL	*39,435	*39,874	*40,284	*39,931	*41,057	*39,613	39,809	39,791	39,525	39,059	38,794	38,551			*40,615				**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources October 5, 1994

Education Centre,
100 Main Street West,
Hamilton, Ontario

1994 10 13

To: The Chairman and Members,
Personnel and Organization Committee,
Hamilton Board of Education.

Ladies and Gentlemen:

Re: Report on Supply Teachers

Supply teachers are paid on the 15th day of the month for work performed during the previous month.

As such, the date for the September report is not available until after the October 15th payroll has been completed.

The report on Supply Teacher usage for the month of September, 1994, will be issued at the November 1994 Personnel and Organization Meeting.

Prepared and Submitted by: Rick Binns, Superintendent of Human Resources

Approved by: Donald Goodridge, Director of Education and Secretary

1994 10 13

TO: The Chairman and Members,
Personnel and Organization Committee
Hamilton Board of Education
100 Main Street West, Hamilton, Ontario

FROM: Rick Binns, Superintendent, Human Resources Services

RE: **PAY EQUITY AND JOB EVALUATION**

REPORT: Information

BACKGROUND:

Requirements under the Pay Equity Act

. In 1987, the Pay Equity Act mandated employers to identify and compare female dominated jobs to male dominated jobs and make pay adjustments where necessary, by spending one (1) percent of the previous year's payroll until pay equity was achieved in a maximum of five (5) years. The Board achieved pay equity with all employee groups except one, by spending one (1) percent of the previous year's payroll in 1990, 1991 and 1992.

. Prior to posting the Pay Equity Plan in January 1990, the Board passed a motion to establish internal equity in conjunction with pay equity.

. Determining the value of a job to the employer can be achieved through negotiations or through a salary administrative system of job evaluation. The Act requires four (4) areas be considered: skill, effort, responsibility and working conditions. In this Board, the teaching groups and C.U.P.E. achieved pay equity through negotiations. In all other work groups, job evaluation was used.

. The Pay Equity Act also requires that pay equity be maintained. Maintenance has come to be defined, through case rulings, as the employer's responsibility to ensure that when a job changes significantly, the job is re-evaluated to determine that it is placed in the correct salary grade with the appropriate male comparator job. When a new job is established, it too must be evaluated to determine the salary grade. This process must be routine and ongoing to ensure that the legislation is complied with.

Training of Job Evaluators

. Initially, all Job Evaluators underwent intensive training under the tutelage of representatives from the consulting firm of Touche Ross, hired by the Board in 1987 to assist in implementing the Pay Equity legislation. These job evaluators represented a broad cross section of Board employees each one having many years of experience in different areas of the Board.

. Since the original pay equity plans were posted, the number of job evaluations has been minimal, consequently, some of the original job evaluators have been able to continue evaluating. However, it will soon become necessary to train more job evaluators; the best way to accomplish this is currently being explored.

ISSUE:

. To provide a report that outlines the current status of the Board's Pay Equity and Job Evaluation Plans.

RECOMMENDATION:

. That this report be received for information.

RATIONALE:

. The Pay Equity Act mandates employers to have achieved and to maintain pay equity through either negotiations or a salary administrative system of job evaluation.

. All job evaluation systems used in Ontario measure the value of the job to the employer under four (4) criteria: skill, mental and physical effort, responsibility and working conditions. In an environment of downsizing and restructuring and with the introduction of new technology, it is common for jobs to change in one or more of the following ways:

Added Recommendations
September Personnel and Organization 1994 09 01

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) (i)

Rebecca Southern (S), 3/6 (F.T. Sem. 1 only), 1994 09 06
Kathryn Tuite (E), .5, Section 27, 1994 09 06
(Replacements)

3 Elementary
11 Secondary

(ii)

Pieter Toth (S), 2/6 (2/3 Semester 1 Only)
(Replacement)

2 Secondary

2. PERMANENT STAFF APPOINTMENTS

(a)

Dorothy Haartman (E)
(Replacement)

5 Elementary
13 Secondary

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

kd

(i) new or more sophisticated skills are required (either education and/or experience)
(ii) the physical effort increases
(iii) the complexity of a job increases
(iv) the impact of the job inside and outside of the Board increases
(v) supervisory duties increase
(vi) contacts are greater and of a different nature
(vii) accountability for one's own or other's work changes
(viii) the environmental working conditions change (for example, an increase in driving)
(ix) stress increases (for example, an increase in interruptions, deadlines and pressures)

When a combination of some of the changes outlined above occur, the result is often an increase in salary grade level. Conversely, if a job is simply assigned more work at the same level, the salary grade will remain unchanged. In a restructuring environment, when additional duties and responsibilities are being assigned, and other duties and responsibilities are being removed, it is also likely that the salary grade will remain unchanged.

Prepared by: Marilyn Abraham, Compensation Administrator
Ruth Van Horne, Employee Relations Officer

APPENDIX 1

THE BOARD'S PRESENT STATUS REGARDING JOB EVALUATION AND PAY EQUITY

O.P.E.I.U. Clerical and Technical

This bargaining unit is participating with the Board in a review of the structure of the work in the secondary school offices. There is one less position in each school therefore the remaining jobs have changed. The remaining jobs may or may not require re-evaluation. This need will not be determined until the review is complete and there is agreement between the Board and the Union on the re-structuring of the clerical and technical work in the secondary schools.

O.P.E.I.U. Educational Assistants

This bargaining unit established a maintenance process in 1991 and the work has been ongoing. Evaluations were conducted for two newly created jobs; Writing to Read Educational Assistant and Braille Educational Assistance.

There are ten Writing to Read Educational Assistants who had originally been paid at the minimum rate of salary grade 4, as a pilot project. When evaluated, the job was placed in grade 6. Based on current rates, the difference for a school year between the original grade 4 entry rate and the grade 6 evaluated rate for 10 incumbents is $22,932.00 for a school year.

Evaluations were also conducted on two jobs claiming substantial changes; the Speech and Language Itinerant Educational Assistant and the Augmentative Educational Assistant. The first job did not change salary grade and the second job changed from grade 5 to grade 6. There is one incumbent in the latter job. The difference in salary between the old rate and the new, based on current salaries is $1,624.35.

The following jobs which have developed out of the former trainable retarded assignments should be evaluated; Autistic, Multiple Exceptionalities and Assessment Classes Educational Assistants. They are currently paid at grade 6, the same as the trainable retarded Educational Assistants.

O.S.S.T.F. - P.S.S.P.

The Board and this bargaining unit have not achieved a Pay Equity Plan. The parties are in the mediation process with the pay equity commission. The parties have agreements on the process and job evaluation system but have been unsuccessful in completing the process.

O.S.S.T.F. - Office, Clerical and Technical Unit

This bargaining unit was certified after the non-union pay equity plan was posted in January of 1990. The union filed notice with the Pay Equity Commission of the changed circumstances. It is the Board's position that the jobs in the union be extracted from the non-union pay equity plan and continue to be maintained with the same system and process. It is the union's position that they are entitled to negotiate a new process, job evaluation system and pay equity plan. This would involve doing evaluation for all union jobs again. The process of mediation is continuing and is partly dependent on the outcome of other cases in the Province of the same nature which are at the tribunal hearing level at the Pay Equity Commission.

P.A.S.S. - Union exempt administration

When the O.S.S.T.F- O.C.T.U. bargaining unit posts a new pay equity plan, which is required under the Act, the Board will be obliged, also under the Act, to post a new pay equity plan for all non-unionized employees because the original plan will have been split.

A process for maintenance was approved by the board in January 1994 and was used during the summer. It is expected that more jobs will come forward in December and March. A significant number of jobs from senior management positions down through middle management have been eliminated in the past two years and it is expected more downsizing will occur. When duties are passed into the remaining jobs at these levels in particular, it is difficult not to have their value increase in either skill, effort, responsibility or working conditions.

During the past few months ten jobs, affecting twenty-three people, have been re-evaluated. Of the ten jobs none was moved to a lower salary grade, two remained in the same salary grade and eight increased in salary grade. Of the eight jobs which increased in salary grade, four increased two salary grades, 3 increased one salary grade and 1 new position which is replacing an existing full time equivalent job has been evaluated 2 salary grades higher. The total annual cost for these salary grade increases is $115,279.24. One job is still pending, the salary of which is yet to be determined.

APPENDIX 2

P.A.S.S.

The following positions have been evaluated since January, 1994:

Department	Position	# of Incumbents
Human Resources	Manager, Employee Relations	1
	Employee Relations Officer	2
	Human Resources Officer (FTE re-allocated)	New Position
	Compensation Administrator	1
	Site Leaders	13
Finance	Manager, Special Projects, Audit, Property & Insurance	1
Program	Program Leader, Child Care	1
Administrative Services	Grounds Foreman	1
	Supervisor of Maintenance	1
	Secretary, Administrative Services (FTE re-allocated)	1
	TOTAL INCUMBENTS	23

RESULTS OF THE EVALUATIONS

# of positions remaining in same Salary Grade (Secretary, Administrative Services, Supervisor of Maintenance)	2
# of positions down graded to a lower Salary Grade	0
# of positions increased into a higher Salary Grade	8

4 positions increased 2 Salary Grades
3 positions increased 1 Salary Grade
1 New Position (FTE allocated from Grade 10) evaluated at Grade 12

REPORT OF THE AFFIRMATIVE ACTION/EMPLOYMENT EQUITY COMMITTEE

Present: Trustees Johnston (Chairman), Bishop, Orban and Allen.

Also Present: Trustee Rogers, S. Joyce (H.P.A.), N. Martin (O.P.S.T.F.), D. Simpson (O.S.S.T.F.) and L. Tindall (H.W.T.A.).

Officials Present: R. Binns (Superintendent of Human Resources)
I. Sushko (Equity Co-ordinator).

The Committee recommends:

GENERAL

1. That Dr. Barbara Herring, Avebury Research and Consulting Ltd., be requested to make a presentation to the Personnel and Organization Committee on the Employment Equity Act 1993 (Bill 79).

Respectfully submitted

J. JOHNSTON
Chairman

Committee Room
1994 10 05

1994 10 13

TO: The Chairman and Members of the Personnel and Organization Committee

FROM: Rick Binns, Superintendent, Human Resources Services

RE: **LUNCHTIME SUPERVISION**

BACKGROUND:

- There is a signed Letter of Intent between the Elementary Teachers Federations and the Board regarding noon hour supervision which reads as follows:

"Recognizing that it is desirable for teachers to be free from supervisory duties during the noon hour period, the Board agrees that it shall continue, according to present policy, to provide personnel other than teachers to supervise students in school lunchroom programmes during the noon recess."

- Of the nine Hamilton and surrounding Boards, eight utilize elementary teachers in some capacity for noon hour supervision. See comparison of Hamilton Board with surrounding Boards (Appendix 1).

ISSUE:

- To share current information on how schools are providing supervision during lunchtime.

RECOMMENDATION:

- That this report be received for information

RATIONALE:

- Since most schools have a ratio of 45-50 to 1 supervisor, Principals are employing various strategies to continue to provide a safe environment for students during the lunchtime (Appendix 2).
- With the large numbers, there are several situations that require special attention (Appendix 3).
- School staff have provided their solutions and suggestions to help alleviate the situation (Appendix 4).
- Possible alternatives to the current situation (Appendix 5).

Prepared by Marian Avery
Human Resources Services

	HAMILTON BOARD	HALTON BOARD	HAMILTON WENT. CATHOLIC BOARD	WENTWORTH COUNTY BOARD
TYPE OF SUPERVISION				
- HIRED SUPERVISORS	YES	YES	YES	CERTAIN SCHOOLS *
- TEACHERS	NO	Almost all schools augment supervision with teacher help - each school determines how often or how Teachers are used	YES, SOME SCHOOLS	YES
- STUDENT MONITORS	YES - APPROX. 10% OF SCHOOLS	NO	NO	NO
NUMBER OF SUPERVISORS	449	380 ALLOCATED (100 USED IN 1 ON 1 THIS LEAVES 280	175	6
RATIO	47.1 TO 1	70 TO 1 (APPROX)	125 OR 150 TO 1	N/A
ACCOMMODATION TYPE	PORTABLES, GYMS CLASSROOMS	PORTABLES, GYMS CLASSROOMS	PORTABLES, GYMS CLASSROOMS	N/A
SUPERVISION LENGTH	1 HR (FEW 1.25 HR)	1 HOUR	1 HOUR	N/A
PAY RATE PER HOUR	Subs $ 9.50 + 4% Yr. 0 $ 13.81 + 4% Yr. 1 $ 13.81 + 4% Yr. 2 $ 14.01 + 4% Yr. 3 $ 14.21 + 4%	Yr. 0 $ 9.79 + 4% Yr. 1 $ 10.28 + 4% Yr. 2 $ 10.79 + 4% Yr. 3 $ 11.33 + 4%	Subs $ 12.70 + 4% Yr. 0 $ 12.70 + 4% Yr. 1 $ 13.40 + 4% Yr. 2 $ 14.30 + 4%	$ 7.00 + 4%
TRAINING	NEWLY HIRED ARE TRAINED CENTRALLY	HEALTH & SAFETY TRAINING ONLY	PRINCIPAL HIRES & TRAINS	N/A
# ELEM. SCHOOLS	76	68	54	40
TOTAL ELEM. ENROL.	27,000	26,572	19,091	11,774
TOTAL ENROL IN LUNCH	18,707 (ESTIMATE)	21,500 (ESTIMATE)	N/A	10,300 (ESTIMATE) 85-90%

* Principals, Vice-Principals, Teachers, provide supervision. Principal at each school responsible to coordinate supervision ensuring teachers have 40 min. required lunch. In schools with less than 6 teachers, lunchroom supervisors are allocated.

	HALTON ROMAN CATHOLIC BOARD	HALDIMAND-NORFOLK ROMAN CATHOLIC	WATERLOO COUNTY BOARD	LINCOLN COUNTY SEPARATE BOARD
TYPE OF SUPERVISION				
- HIRED SUPERVISORS	YES - if enrollment 350 or under 2 paid supervisors used - if over 350 - 1 paid supervisor + scheduled teachers used	Paid supervisors for after students have eaten for playground supervison Teachers supervise lunch with class 15 minutes	YES - supervisors are hired through individual schools. e.g. King Edward School - 4 supervisors Gr 1- 6 School	YES - for Sr. Kindergarten only (Sr. Kindergarten is all day)
- TEACHERS	YES-if enrollment over 350	YES-15 minute lunch then supervisors take over	Sometimes will stay in their classrooms (voluntarily)	YES - Teachers supervise their classes
- STUDENT MONITORS	NO	NO	NO	NO
NUMBER OF SUPERVISORS	51	1 per school, except if school has 2 playgrounds or very high enrollment		30
RATIO	N/A	N/A		1 - per Sr. Kindergarten class
ACCOMMODATION TYPE	MOSTLY GYMS	REGULAR CLASSROOMS	students eat in classrooms supervisors patrol halls & check in on students	REGULAR CLASSROOM
SUPERVISION LENGTH	1 HOUR	Teacher - 15 Min Playground Sup - 45 Min	1 HOUR	1 HOUR
**PAY RATE PER HOUR		Approx. $10.52 per hour for playground supervisors (Paid for 1 Hour)	N/A	$ 8.41 per hour
	Subs - Yr. 0 $ 9.79 - Yr. 1 $ 10.28 - Yr. 2 $ 10.79 - Yr. 3 $ 11.33			
TRAINING	UP TO INDIVIDUAL SCHOOL	UP TO INDIVIDUAL SCHOOL	VICE-PRINCIPAL OUTLINES EXPECTATIONS	UP TO INDIVIDUAL SCHOOL
# ELEM. SCHOOLS	32	13		23
TOTAL ELEM. ENROL.	13,646	2,696	Enrollment - King Edward School - 333	6, 631
TOTAL ENROL IN LUNCH ROOM	N/A	N/A	60-80% stay for lunch	N/A

	TORONTO BOARD	ETOBICOKE BOARD		
TYPE OF SUPERVISION				
- HIRED SUPERVISORS	YES	YES		
- TEACHERS	NO	NOT USUALLY		
- STUDENT MONITORS	NO	NO		
NUMBER OF SUPERVISORS	650	N/A		
RATIO	1 TO 34	1 TO 100 OR 150 (APPROX)		
ACCOMMODATION TYPE	USUALLY GYMS OR AUDITORIUMS	Gyms with pull-down tables at old schools or new schools have special lunch rooms		
SUPERVISION LENGTH	1 HR TO 1.15 HRS	2 HOURS - Often work in other areas of school		
PAY RATE PER HOUR	Yr. 0 $ 12.98 Yr. 1 $ 14.14 Yr. 2 $ 15.38 (STUDENT RATE $9.23) +3% Stat Hol + 4% Vac	N/A		
TRAINING	2 HOUR TRAINING IN SCHOOL	PRINCIPALS TRAIN		
# SCHOOLS GR. 1-8	113	52		
TOTAL ENROL. GR. 1-8	43,824	22,986		
TOTAL ENROL IN LUNCH ROOM GR. 1-8 & %	N/A	N/A		

TWO MAJOR STRATEGIES

STRATEGIES BEING USED	IMPACT	RESULTS
Using vacant basement rooms, portables, gyms, auditoriums, halls	Large number of students in one room Additional tables, chairs, benches required Students are seated on gym floor	High noise level Funds or equipment not available Safety Concerns - less time available to react to emergency situations e.g. choking, fire, accidents - obstacles created by crowded area Concerns re: cleanliness of floor - comfort level Less time available for use of microwave
Students divided into 2 rooms under supervision of 1 supervisor - approx. 10% using student monitors	Periods of time when adult supervisor not present in room Complaints from Caretaking Staff re: condition of room - difficult for students or supervisors to clean due to high ratio, especially a problem where schools are on 2nd day cleaning	Increased misbehaviour - fighting Increased incidents of damage to buildings & equipment e.g., spills, vandalism Monitors at Gr 1-5 Schools are only 10 yrs old

SITUATIONS REQUIRING SPECIAL CONSIDERATION

SITUATION	IMPACT	RESULTS
Classrooms usually have maximum of 35 desks and portables are limited in size	Students share seats, sit on floor or stand Necessary to adhere to fire regulations Cleanup is difficult	Tend to eat fast and go outside earlier
Inclement Weather	Schools on shifts will require alternate plans due to schedules Difficult to find time to assist young children with outerwear and boots	Up to one hour in crowded rooms with minimal supervision and no structure or planned activities leads to misbehaviour With up to 50 students per supervisor, the time available for each student is limited
Special needs - includes life-threatening allergies	Required to be very aware of action required	Students who are unable to speak up for themselves could be taken advantage of by other students
Minimal supervision in washrooms/ playground areas	Students could be in bathrooms unattended Student could leave playground or stranger could interact with child	Could result in misbehaviour, unsafe situation, missing child, could lead to police report
Increased involvement of Principal/Vice-Principal regarding discipline	Lack of time for Supervisors to problem-solve necessitates incidents being referred to Principal/Vice-Principal Due to numbers, supervisors tend to be re-active rather than pro-active	Zero tolerance by Administration for misbehaviour resulting in suspension of students Problems escalate

Appendix 4

SUGGESTIONS FROM SCHOOL STAFF

1. Explore teacher-assisted supervision with Federations

2. Provide extra curricular activities arranged by teachers

3. In grade 1-8 schools, use teams of 2 grade eight students and in grade 1-5 schools, teams of 4 grade 5 students to act as student monitors. Their duties could include opening containers, taking attendance, delivering milk, acting as role models. Rewards could be given for outstanding teams.

4. Permit parent groups to provide games, toys, etc. to keep students occupied during inclement weather.

Appendix 5

POSSIBLE ALTERNATIVES

1. Recognizing that schools are still adjusting to the changes, trustees could direct officials to continue operating at current ratio with regular monitoring and review.

2. Recognizing that most schools are concerned that there will be increased difficulties during inclement weather, trustees could direct officials to increase supervision during winter months by providing additional casual supervisors, at the casual rate, to reduce the ratio to 35-1. This would involve approximately 100 casual lunchroom supervisors assigned Dec. 01 - March 08. Approximate additional cost:

   1994 - $ 16,000
   1995 - $ 70,000

3. Trustees could direct officials to find monies to decrease the ratio. To lower the ratio to 35 - 1 would involve the hiring of approximately 100 supervisors. To allow sufficient time to complete the hiring process, this would be effective November 14th. Approximate additional cost:

   1994 - $ 43,000
   1995 - $300,000

4. Trustees could direct the Salary Committee to consider an alternative approach in providing lunchtime supervision.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 10 13

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

(a) That Denise Hagger (S) be rehired and appointed to the Permanent Staff, effective 1994 10 21, 2/6 (1/3 Sem. 1 only).

Contract Compliance

Confirmations

(a) That the following teachers be confirmed in the position stated, effective as shown, with salary according to the salary schedule:

Keith Archer (S), (Head of Department - Visual Arts), 1994 09 01
Marguerite Babcock (E), (Elementary School Principal), 1994 03 02
Paul Beattie (S), (Head of Department - Boys' Physical and Health), 1994 09 01
Barbara Brown (S), (Assistant Head of Department - Guidance), 1994 09 01
Douglas Cihocki (S), (Head of Department - Guidance), 1994 09 01
Charlotte Crouch (S), (Head of Department - English), 1994 09 22
Suzanne Dube (S), (Head of Department - French Immersion), 1994 09 01
Jacqueline Feeney (S), (Head of Department - Guidance), 1994 09 01
Susan Fox (E), (Elementary School Principal), 1994 09 01
Paul Gordon (S), (Secondary School Principal), 1994 09 01
Barbara Haverty (E), (Elementary School Vice-Principal), 1994 09 01
Brian Henderson (S), (Head of Department - Science), 1994 02 01
Eric Hipkiss (E), (Elementary School Vice-Principal), 1994 09 01
Elizabeth Jazvac (S), (Secondary School Principal), 1994 09 01
Susan Joyce (E), (Elementary School Principal), 1994 09 01
Ruth Ann MacFarlane (E), (Alternative School Program Leader), 1994 09 01
Douglas Massey (S), (Head of Department - History), 1994 09 01
David Mathyk (S), (Head of Department - Business Education), 1994 09 01
Joanne McIntosh (E), (Elementary School Vice-Principal), 1994 09 01
Rosemary Miller (S), (Head of Department - Mathematics), 1994 02 01
Brenda Mohoruk (E), (Elementary School Principal), 1994 09 01
Phillip Morgan (E), (Elementary School Principal), 1994 09 01
Suzanne Nolan (E), (Elementary School Principal), 1994 09 01

Thomas O'Brien (S), (Head of Department - Technical), 1994 09 01
Georgina Pain (E), (Elementary School Vice-Principal), 1994 03 25
Gordon Phillips (S), (Assistant Head of Department - Science), 1994 02 01
Arlene Pidruczny (S), (Assistant Head of Department - Mathematics), 1994 09 01
Diane Rawsthorn (E), (Elementary School Vice-Principal), 1994 09 01
David Repchuck (E), (Elementary School Vice-Principal), 1994 10 19
Margaret Schneider (E), (Elementary School Principal), 1994 10 19
Elizabeth Shuttleworth (S), (Secondary School Vice-Principal), 1994 09 01
Paul Smith (S), (Secondary School Vice-Principal), 1994 02 01
Gordon Stevens (S), (Assistant Head of Department - Guidance), 1994 09 01
Marilyn Stewart (E), (Elementary School Vice-Principal), 1994 09 01
Karla Tessaro (E), (Elementary School Principal), 1994 09 01
Harry Traini (S), (Secondary School Vice-Principal), 1994 09 01
Kathleen Watters (E), (Elementary School Vice-Principal), 1994 09 01
Paul Wilson (S), (Head of Department - Technical), 1994 09 01
Leann Yarwood (S), (Secondary School Vice-Principal), 1994 02 01

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES

(a) That the timetable of Shirley Gunby (E) be reduced from 1.0 to .7, according to the Collective Agreement (Alternative Employment Plan - Voluntary Part-Time Teaching), effective 1994 09 01 to 1995 08 31, with salary according to the salary schedule.

6. RETIREMENTS

(a) (i) That the resignation of Diane Cole, Elementary School Principal, for the purpose of retirement, effective 1994 12 31, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignation of Kenneth H. Elms (E), teacher, for the purpose of retirement, effective 1994 11 30, be accepted with regret and the Board's gratuity be paid:

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Kathryn Archer (E), 1994 11 14 to 1996 08 31
Pamela Carson-White (E), 1994 11 21 to 1995 08 31
Sherri Cooper (E), 1994 10 11 to 1995 06 11
Beth Fitzgerald (E), 1994 11 14 to 1995 03 03
Katherine L. Goodwin (S), 1995 01 16 to 1995 08 31
Sylvie Losier-Sauer (E), 1994 10 31 to 1995 08 31

(b) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Cindy Stewart, (Student Records Secretary, Secondary School Clerical & Secretarial Staff), 1994 11 03 to 1995 02 03

Leave of Absence - Date Change

(a) That the effective dates of the Leave of Absence granted to Sharon Dorin (E) at a previous meeting, be changed to 1994 09 09 to 1995 03 03.

Leave of Absence - "Four Over Five"

(a) That the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five") according to the Collective Agreements, effective as shown, be granted:

Zaitoon Adatia (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Sharon Bray (S), [Sem. 1 only, 1996-97 school year], 1996 09 01
Judith A. Cole (S), [Sem. 1 only, 1996-97 school year], 1996 09 01
Martin Cooper (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Janice Coulson (E), [1998-99 school year], 1998 09 01
William Ewoniak (E), [1998-99 school year], 1998 09 01
Ann Forbeck (E), [1997-98 school year], 1997 09 01
Patricia Fulton (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Ronald Fulton (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Richard McQueen (E), [1998-99 school year], 1998 09 01
Donald Newton (S), [Sem. 1 only, 1996-97 school year], 1996 09 01
Patricia Newton (S), [Sem. 1 only, 1996-97 school year], 1996 09 01
Carol Taylor (S), [Sem. 1 only, 1996-97 school year], 1996 09 01
Frank Vormittag (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Lois Vormittag (E), [1998-99 school year], 1998 09 01
Linda Woolfrey-Cooper (S), [Sem. 2 only, 1996-97 school year], 1997 02 01

Leave Extension

(a) That the requests of the following teachers for an extension of their Leaves of Absence, effective as shown, be granted:

Jean Hughes (S), 1994 09 01
Laura Zaffiro-Smith (S), 1995 02 02 to 1995 08 31

(b) That the request of Marian Kostur, Educational Assistant (Educational and Lunchroom Assistant Staff), for an extension of a Leave of Absence, effective 1994 09 05 to 1994 12 20, be granted.

Return from Leave of Absence

(a) That the following teachers be returned from their Leaves of Absence and assigned teaching duties, effective as shown:

Rita Bertoldi (E), 1994 09 01 (.5)
Carrie Collins (S), 1994 09 01
Catherine Haggarty (S), 1994 09 01
Nancy Holmes (S), 1994 09 01 (4/6)
Cynthia Robinson (E), 1995 01 09 (.5)
Martin Strobl (S), 1995 02 01
Barbara Yarwood (E), 1994 11 07 (.5)

(b) That the following staff be returned from their Leaves of Absence, effective as shown:

Gail Glenny-Burke, (School Social Worker, Professional Student Services Personnel), 1994 09 06
Susan D'Angelo, (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 09 06
Cindy Stewart, (Student Records Secretary, Secondary School Clerical & Secretarial Staff), 1994 10 10

9. ***OTHERS*** - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 11 10

URBAN MUNICIPAL
NOV 8 1994
GOVERNMENT DOCUMENTS

Confirmation of the minutes of the meeting of 1994 09 01.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Employment Equity Act 1993 (Bill 79) – Requested by Trustee Korz
2. Report re The Performance Management System Policy **Pages 1 to 28**

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 29 to 30**
2. Staffing Report – Full Time Equivalent Positions **Page 31**
3. Report on Supply Teacher Usage – 1994 09 30 **Pages 32 to 33**
4. Temporary Assistance Report
   - .Substitute Cleaner/Casual Assistance Usage – 1994 **Page 34**
   - .1993 and 1994 Temporary Assistance Expenditures **Page 35**
5. Report re Progressive Discipline Policy **Pages 36 to 81**
6. Report re Restructuring of Caretaking Services **Pages 82 to 83**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 84 to 86**
2. Report re Elementary and Secondary School Administration Changes – January 1995

1994 11 10

TO: The Chairman and Members
Personnel and Organization Committee

FROM: Richard W. Binns
Superintendent of Human Resources

RE: **THE PERFORMANCE MANAGEMENT SYSTEM POLICY**

REPORT: Information/Decision

BACKGROUND

1. In November 1993, the Superintendent of Human Resources Services established a system umbrella committee to develop a co-ordinated and comprehensive Performance Management System. (Appendix D)

2. The umbrella committee, as its initial task, created a set of guiding principles that would form the basis for the Performance Management System. (Appendix B)

3. In February 1994, the Board received a report for information which outlined the scope and direction for the Performance Management project.

4. After lengthy debate, which included feedback from various subcommittees, the committee produced a framework that integrates five components. (Appendix C)

5. The proposed policy statement for trustee approval will be the basis for continued development and implementation of the Performance Management System as outlined in the Administrative Detail. (Appendix A)

6. The sub-committees continue to develop performance appraisal instruments for the Performance Management System. (Appendix E, F & G)

ISSUE

To approve a Board Performance Management Policy.

RECOMMENDATION

That the following statement be approved as the Performance Management System Policy of the Board.

"It is the policy of the Hamilton Board of Education to measure, on an annual basis, employee performance against a set of predetermined standards consistent with the goals of the organization."

RATIONALE

1. The Performance Management System will function within the context of the core beliefs of the organization.

2. The Performance Management System will link improved organizational performance with a planned and systematic approach to the growth and development of all employees.

3. The Performance Management System is one of the organization's accountability tools. It outlines clear lines of reporting and supervision for all roles within the system. Employees and supervisors must know and be able to carry out the expectations of their role. Supervisors will be accountable for the quality of the performance appraisals they create with their staffs.

4. The Performance Management System will provide data to senior and elected officials which tracks overall levels of performance and growth in the system.

5. The Performance Management System will be based on standards of performance. Each employee needs to understand the standards of performance of the job and be aware of her/his own level of performance in relation to those standards.

6. The Performance Management System will create an environment where the supervisor and employee can meet to discuss performance standards, share job related matters and work together to achieve individual as well as organizational goals.

7. The Performance Management System will include community and parent expectations in setting the standards of performance.

8. The Performance Management System will provide the evaluation process which allows for individual growth, succession planning, improvement and, where necessary, termination of service.

Appendix A - Policy Statement and Administrative Detail
B - Guiding Principles
C - Performance Management System Model
D - Committee Membership
E - Draft Principal/Vice-Principal Instrument
F - Draft Lunchroom Supervisor Instrument
G - Sub-Committee Progress Chart

Prepared by: Jim McCaughey,
Program Leader, Staff Development

A. Policy Statement

"It is the policy of the Hamilton Board of Education to measure, on an annual basis, employee performance against a set of predetermined standards consistent with the goals of the organization."

B. Administrative Detail

I. Roles and Responsibilities

1. **The Trustees shall:**
   - assess the Director's job performance
   - receive and respond to the Director's annual report on the Performance Management System

2. **The Director shall:**
   - develop an annual plan to record and review performance management activities
   - assess the job performance of Superintendents
   - review Superintendents' performance management activities on an annual basis
   - collate Superintendents' summaries and report to the Board the current status of the Performance Management System
   - align Performance Management activities to system goals

3 **The Superintendent of Human Resources shall:**

<u>System</u>
   - monitor the Performance Management System which includes data from superintendents' summary reports
   - develop a staff development plan, adapted to the organization's current priorities or goals
   - provide the legal context for all aspects of the system
   - review implications for collective agreements

<u>Departmental</u>
   - develop an annual plan to record and review performance management activities
   - assess the job performance of supervisors within Human Resources Services
   - review summary reports from supervisors
   - adapt and modify performance appraisals in conjunction with department goals
   - write a summary report for the Director

4. **The Superintendent of Administrative Services, Finance, Program and Schools shall:**
   - develop an annual plan to record and review performance management activities
   - assess the job performance of supervisors within their superintendencies
   - review summary reports from supervisors
   - adapt and modify performance appraisals in conjunction with department goals
   - write a summary report for the Director

5. **The Supervisor shall:**
   - develop an annual plan to record and review performance management activities
   - assess the job performance of staff within their school/department
   - adapt and modify job performance appraisals in conjunction with school and department plans
   - write a summary report of school/department performance management activities for the Superintendent

6. **The Employee shall:**
   - perform duties according to standards of performance
   - participate collaboratively in the performance process with the supervisor

II Timelines

- Develop individual performance appraisal instruments — Jan. 95
- Pilot instruments and develop resource material — Jan.-June 95
- Report to Board highlighting the specific intruments and current status of the Performance Management System — June 95
- Begin the initial implementation of Performance Management System — Sept. 95
- Review the initial stage of Performance Management System — Dec. 95
- Continue implementation incorporating review findings — Jan. 96

Appendix B

GUIDING PRINCIPLES

The Hamilton Board of Education's Performance Management System has been developed using the following principles:

- must be fair, with clear, consistent expectations

- functions within an atmosphere of trust and open communication

- provides support and encouragement for all participants

- acknowledges and values the uniqueness of each individual
  - by recognizing excellence
  - by identifying areas for growth, and
  - by developing leadership potential

- includes planning for growth and development as an ongoing process in which the individual and the organization have a shared responsibility for success

- has measurable outcomes related to System goals for which the individual and the organization are accountable

- measures levels of competence

Appendix C

PERFORMANCE MANAGEMENT MODEL — AN OVERVIEW

The Performance Management System integrates five components. The model begins with the PERFORMANCE EVALUATION component. As a result of the PERFORMANCE EVALUATION, an employee will participate in one of four subsequent components: a Growth Plan, a Leadership Plan, an Improvement Plan, or Under Review. The Performance Management cycle is completed when a subsequent PERFORMANCE EVALUATION is initiated.

THE PERFORMANCE EVALUATION COMPONENT

- PERFORMANCE EVALUATION is a formal process which measures an employee's performance using a set of predetermined standards consistent with the goals of the organization.
- The PERFORMANCE EVALUATION component answers the question: "How well are you doing your job?".
- The purpose of the PERFORMANCE EVALUATION component is to promote employee growth, effectiveness and accountability.
- PERFORMANCE EVALUATION follows a prescribed procedure and is documented by the supervisor. The document is placed in the On-site Personnel File.
- An employee is in the PERFORMANCE EVALUATION component:
  - at least once every five years,
  - at the discretion of the supervisor,
  - during a probationary period, or
  - when requested by the individual.

THE GROWTH PLAN COMPONENT

- A GROWTH PLAN is a written statement of the planned and co-operative learning process.
- The self-directed GROWTH PLAN component is annually negotiated and reviewed by the employee and supervisor.
- The written GROWTH PLAN may evolve from PERFORMANCE EVALUATION feedback, the School/Department Plan, and/or self-selected learning from the employee's job.
- The written GROWTH PLAN is accessible to the supervisor. An employee may choose to have the document placed in the On-site Personnel File.

Appendix C

THE LEADERSHIP PLAN COMPONENT

- The LEADERSHIP PLAN is a planned and co-operative learning process for the purpose of potential advancement.
- An employee self-selects the LEADERSHIP PLAN component when aspiring to leadership positions.
- The LEADERSHIP PLAN may evolve from PERFORMANCE EVALUATION feedback and identified leadership competencies.
- Any written documentation by the supervisor is given directly to the employee. An employee may choose to have the document placed in the On-site Personnel File.

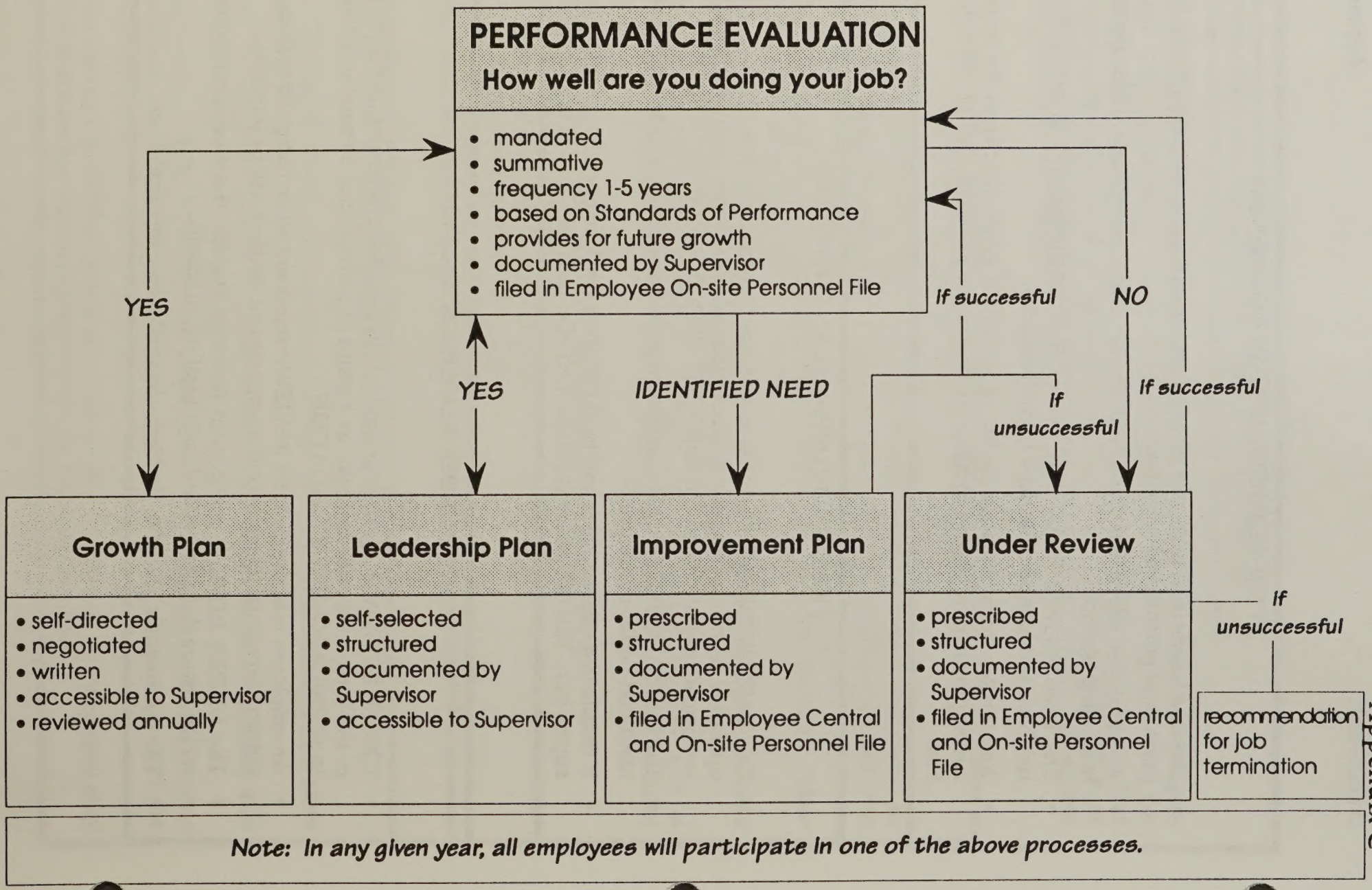
THE IMPROVEMENT PLAN COMPONENT

- The IMPROVEMENT PLAN is a written statement of the planned and co-operative learning process for employees who are experiencing difficulties in performance as identified through PERFORMANCE EVALUATION.
- The IMPROVEMENT PLAN component provides assistance to an employee with identified performance needs.
- It results in a summative report based on the plan developed by the employee and supervisor. This document is placed in the Central and On-site Personnel Files.

THE UNDER REVIEW COMPONENT

- UNDER REVIEW is a formal process which specifies procedures and expectations of the supervisor and employee as a result of performance deemed unsatisfactory in a PERFORMANCE EVALUATION.
- An employee is in the UNDER REVIEW component when competence is such that performance must improve or the employment contract will be terminated.
- The UNDER REVIEW component has very specific timelines and procedures which ensure due process and meet legal requirements.
- The document is placed in the Central and On-site Personnel Files.

HAMILTON PERFORMANCE MANAGEMENT SYSTEM — FULL IMPLEMENTATION



Note: In any given year, all employees will participate in one of the above processes.

Appendix C

Appendix D

COMMITTEE MEMBERSHIP

Umbrella Committee

J. McCaughey, Staff Development/Chair
G. Rappolt, Vice-Principal
K. Browne, Administrative Assistant
R. Binns, Superintendent - Human Resources
S. Scarrow, Human Resource Services Liaison
E. Riis-Culver, Home & School Representative
J. Lindsay, Vice-Principal
J. Forbeck, Vice-Principal
J. Moffat, Site Leader
R. Zajczenko, Human Resource Services Liaison
L. Newkirk, Home & School Representative
L. Tindall, Vice-Principal
E. Bond, Superintendent - Program
M. Bottrell, Site Leader
S. Mawson, Human Resource Services Liaison
M. Quinn, Superintendent of Schools
M. Stewart, Vice-Principal
S. Thompson, Assistant Superintendent of Schools
H. Blushke, Supervisor - Maintenance
M. Abraham, Human Resource Services Liaison
N. Nicholls, Superintendent of Schools
J. Sims, Vice-Principal
F. Cooke, Assistant Superintendent - Program
J. Bell, Assistant - Staff Development
M. Avery, Human Resource Services Liaison
P. Shewfel, Superintendent - Finance
B. Haverty, Vice-Principal
R. Leedale, Principal
H. Sims, Human Resource Services Liaison
J. Bishop, Trustee

PrincipalVice-Principal

Nancy Nicholls, Superintendent of Schools
Barb Jepson, Elementary School Principal
Ken Drake, Elementary School Principal
Jim Ruddle, Secondary School Principal
Liz Shuttleworth, Secondary School Vice-Principal
Murray Quinn, Superintendent of Schools
Anne Puusepp, Elementary School Principal
Jim Lindsay, Elementary School Principal
Dave Hutton, Secondary School Vice-Principal
Andy Robertson / Joan Morse, Secondary School Principal

Secondary Head of Department

Gail Rappolt, Vice-Principal/Chair
Paul Murphy, Principal
Don Ferries, Department Head
Darlene McFadden-Hart , Asst. Department Head
Linda Woolfrey-Cooper, Vice-Principal
Dave Morrison, Department Head

Elementary Teachers

Marilyn Stewart, Vice-Principal/Chair
Jack Diverty, Principal
David LaCombe, Principal
Bruce Mair, Principal
Brenda Mohoruk, Principal
Dave Staples, Principal
Doug Booth, Principal
Hal Hillgren, Teacher
Marilyn LeGault, Teacher
Wanda McLaren, Principal
Sharon O'Halloran, WTA President

Secondary Teachers

Jon Sims, Vice-Principal/Chair
Karin Eckart, Department Head
John Whitwell, Department Head
Paul Murphy, Principal
Brian Radke, O.S.S.T.F. Observer
Susan Little, Teacher
Terry Ducarme, Co-ordinator
Bill MacPherson, Department Head
Bud Knowles, Principal
Nancy Nicholls, Superintendent of Schools
Diane Meriam, Teacher
Clement Bonin, Principal

Co-ordinators/Consultants

Elizabeth Bond, Superintendent- Program/Chair
Frank Cooke, Assistant Superintednent - Program

Appendix D

Managers/Secretarial (Non-Union)

Paul Shewfelt, Superintendent - Finance/Chair
Judith Bell, HRS Liaison
Moira Donaldson, Administrative Assistant
Sharon Marshall, Accounting Supervisor
Ruth Millar, Minutes, Section Leader
Trish Fulton, Principal
Marilyn Abraham, HRS Liaison
Rick Rinns, Superintendent - Human Resources
Colleen Hycz, Training Supervisor
Geoff Maslen, Site Leader
Kathy Watters, Vice-Principal

Secondary Secretarial & Technical

Kevan Browne, Administrative Assistant/Chair
Mary Middlemiss, Administrative Assistant
Kathy Faulkner, Attendance Secretary
Roberta Zajczenko, HRS Liaison
Marilyn Heritage, Library Technican
Jim Wilson, Vice-Principal
Jackie Rainey, Senior Secretary

Educational Assistants

Lauren Tindall, Vice-Principal/Chair
Jane Golding, O.P.E.I.U. Representative
Sylvia Scarrow, HRS Liaison
Susan Crawford, O.P.E.I.U. Representative
Bob Russ, Vice-Principal
Rosemary Marcotte, Teacher

Education Centre & Elementary School Secretary and Technical

Barb Haverty, Vice-Prinicpal/Chair
Bev Wilson, O.C.T.U. Representative
Tom Costello, Equipment Repair Technician
Shirley Morley, Secretary
Roberta Zajczenko, HRS Liaison
Mary Davis, Secretary
Lois Morin, Secretary
Vivian DiLabbio, Buyer Clerk
Ruth VanHorne, HRS Liaison

Caretakers & Cleaners/Maintenance

Jim Lindsay, Principal/Chair
Hubert Blushke, Supervisor - Maintenance
John Moffat, Site Leader
Mark Bottrell, Site Leader

Lunchtime/Bus Supervisors

John Forbeck, Vice-Principal/Chair
Sally Featherstone, Lunchtime Supervisor
Linda Jones, Transportation Department
Marian Avery, HRS Liaison
Andree Pearson, Lunchtime Supervisor
Gail Christmas, Transportation Department

DRAFT

APPENDIX E

is an example of work to date on the Principal/Vice-Principal instrument.

Appendix E

UNDER DEVELOPMENT

PERFORMANCE MANAGEMENT SUB-COMMITTEE

DRAFT

PRINCIPAL/VICE-PRINCIPAL

Rationale

An on-going process of growth through the use of a variety of strategies should be used to assist principals and vice-principals in continual professional development.

Process

1. Each year the Supervisory Officer will meet the principal to review
   (a) School Plan
   (b) Principals Plan to Manage Change
   (c) Growth Plan

2. Similarly, each year the principal will meet with the vice-principal(s) to review his/her growth plan based on the following impacting factors
   (a) Feedback regarding the 12 competencies as outlined through the assessment centre process
   (b) School Plan
   (c) Role of vice-principal in managing change within the school.

3. A formal evaluation will occur for each vice-principal every second year.
   A formal evaluation will occur for each principal every fifth year.

Formal Evaluation

1. Pre-Conference - Both parties will bring to the pre-conference issues that need to be examined. These should reflect the directions as outlined by the system and the school plan. Negotiation between the two parties will establish the framework for assessment.
   - Strategies to be used to assess as well as timelines will be determined.
   - In all cases, the supervisor will assume responsibility to manage the process.

2. Self-Assessment
   A questionnaire will be completed independently using personal reflection.

3. Staff Assessment
   The same questionnaire will be given to all staff to be completed and returned anonymously.

4. Extended Assessment
   A similar questionnaire may be completed by the supervising party.

Appendix E

UNDER DEVELOPMENT

DRAFT

5. Parents/Students

An option is available to administer a questionnaire to both parents and students.

6. Presentation (conference)

(a) The administrator being evaluated will collect the data from the various sources, analyze and organize to:

(i) identify strengths

(ii) present areas for improvement

(iii) rationalize obvious discrepancies in the data

(b) As well, previous "Managers letters" and growth plans used during the years between formal evaluation will be summarized to demonstrate professional growth and goal achievement for the school.

(c) The Supervisor will bring to the conference the external perspective based on the identified competencies of administrator, role related to the school plan.

(d) School data to demonstrate improvement based on identified goals (system and school) will be presented by the administrator.

7. Formal Evaluation Statement

The supervisor of the administrator will develop an evaluation statement based on the information presented at the conference. As a result, the decision to proceed with a new growth plan, based on the evaluation, will occur. Should competence be in question, a process of documentation will begin.

8. Final Conference

The completed evaluation statement is presented and placed in the administrator's file. The content of a mutually determined, growth plan is resolved. The supervisor will determine if the plan is to be self-directed or monitored by the supervisor.

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Problem Solving Skills

1 NEVER	3 OFTEN	NK NOT
2 SOMETIMES	4 ALWAYS	KNOWN

Indicators	1	2	3	4	NK
Demonstrates effective problem-solving & decision-making skills					
Identifies and clarifies the problem and its relative importance before seeking a solution.					
Seeks relevant data and considers alternative solutions before making decision.					
Anticipates consequences associated with particular decisions and prepares accordingly.					
Makes quality decisions based upon available information by involving key personnel.					
Seeks consensus where appropriate.					
Commits to a clear decision with support rationale.					
Identifies and develops a school-decision making process					
Involves staff, parents, students and community					
Demonstrate positive interpersonal relationships with staff, parents, community.					
Works collaboratively with a variety of individuals.					
Nurtures the trust of others.					
Exhibits appropriate sensitivity to feelings and needs of others.					
Utilizes a shared decision-making process.					
Shares leadership responsibilities					
Recognizes strengths in others.					
Encourages others to reach their potential.					
Manages conflict effectively.					
Acknowledges success.					

Evidence to support Observations

DRAFT

Knowledge and Use of Change Process

1 NEVER	3 OFTEN	NK NOT	
2 SOMETIMES	4 ALWAYS	KNOWN	

Indicators	1	2	3	4	NK
Provides leadership for positive educational change.					
Identifies a need for change.					
Builds allies and support.					
Establishes a systematic process for change.					
Involves staff in the change process.					
Utilizes strengths among staff which support the change process.					
Deals successfully with obstacles.					
Provides support for change and risk taking. Recognizes load people are carrying while working through the change process.					
Empowers the staff					
Identifies clearly the parameters of the decision to be made and staff role in making those decisions.					
Give people decision making power.					
Supports decisions made by staff.					
Shares leadership responsibilities.					
Recognizes strengths and limitations of self and others.					
Gains the confidence and trust of others.					
Works collaboratively with a variety of individuals and groups.					
Facilitates the group in accomplishing task.					
Establishes a purpose related to the school plan.					
Provides accurate and ongoing information.					
Provides access to resources.					
Communicates the individual roles to all staff.					
Establishes a shared decision-making process.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

DRAFT

Leadership

1 NEVER	3 OFTEN	NK NOT
2 SOMETIMES	4 ALWAYS	KNOWN

Indicators	1	2	3	4	NK
Awarness					
Interprets Ministry and Board Policy.					
Understands and practises system responsibility.					
Aware of current educational trends.					
Recognizes dysfunction and responds appropriately.					
Assumes responsibility and is accountable.					
Behaviour					
Communicates policy.					
Manages the school plan.					
Involves people in decision making.					
Is sensitive to the needs of the school community.					
Articulates school philosophy.					
Practices system loyalty.					
Responds in a consistent manner.					
Demonstrates initiative.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

Organization Management

DRAFT

1 NEVER	3 OFTEN	NK NOT	
2 SOMETIMES	4 ALWAYS	KNOWN	

Indicators	1	2	3	4	NK
Organization Management					
Sets priorities.					
Manages time effectively.					
Plans and supervises.					
Establishes routines.					
Delegates and co-ordinates.					
Manages crises appropriately.					
Ensures high standards of maintenance.					
Deploys personnel effectively.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

Evaluation and Personal Growth

DRAFT

1 NEVER	3 OFTEN	NK NOT	
2 SOMETIMES	4 ALWAYS	KNOWN	

Indicators	1	2	3	4	NK
Evaluation					
Presents the growth and development model to staff.					
Adheres to the steps outlined in growth and development.					
Is knowledgeable about the roles of employees being evaluated.					
Identifies areas of strength and areas to be developed.					
Communicates (a) orally (b) by written report					
Offers relevant assistance.					
Personal Growth					
Develops collaboratively an on-going growth plan with follow-up and review.					
Recognizes people are at different stages and supports them individually in their personal growth.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

Communication

DRAFT

1 NEVER	3 OFTEN	NK NOT
2 SOMETIMES	4 ALWAYS	KNOWN

Indicators	1	2	3	4	NK
Communicates standards of expected performances					
Communicates high academic expectations to students.					
Communicates to teachers expectations for high instructional performance.					
Communicates to parents/community the high expectations for the school.					
Meets regularly with staff, students and parents.					
Communicates and monitors behavioural expectations for students and staff..					
Communicates a positive image of the school.					
Refers to the goals of the school on a regular basis.					
Demonstrates effective communication skills.					
Communicates effectively with varied audiences.					
Establishes open lines of communication.					
Expresses, while speaking and writing, ideas which are clear, effective & grammatically correct..					
Promotes the exchange of ideas.					
Expresses, tactfully, positions that differ from others.					
Provides information about relevant school issues & operations.					
Seeks open and honest input from various communities.					
Demonstrates that communication and behaviour are congruent with beliefs and decisions.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

Curriculum Management

DRAFT

1 NEVER	3 OFTEN	NK NOT	
2 SOMETIMES	4 ALWAYS	KNOWN	

School Plan

Indicators	1	2	3	4	NK
School Plan Review Process					
Designs and manages a process for annually reviewing the school plan.					
Conducts the school plan review.					
Interprets and draws appropriate conclusion from the school plan review.					
School Plan Development Process					
Presents beliefs and a personal vision for the school.					
Develops a vision and a school plan collaboratively with the school community.					
Identifies major obstacles to successful implementation.					
Identifies the roles of key people for the implementation process.					
Develops a plan of action.					
School Plan Implementation Process					
Identifies and describes the procedure of a sound plan for program implementation.					
Assist effectively with the implementation of the school action plan.					
Develops a comprehensive staff development plan in support of the school plan.					
Supports individual growth of staff.					
Acquires and allocates human and material resources to support the school plan and curriculum needs.					
Uses a consultative approach for budget allocation.					

Evidence to support Observations

Appendix E

UNDER DEVELOPMENT

Fiscal Management

1 NEVER	3 OFTEN	NK NOT	
2 SOMETIMES	4 ALWAYS	KNOWN	

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Fiscal Management

Indicators	1	2	3	4	NK
1. Demonstrates understanding of the economic picture					
Understands and communicates the "big picture", political and educational issues and trends.					
Seeks knowledge about the plans for future trends and needs.					
Identifies and sets priorities as they are related to school plan.					
2. Demonstrates an understanding of the budget and staffing process					
Organizes and administers collaboratively the site budget process.					
Identifies and established priorities as they relate to the school plan.					
Involves appropriate people in the decision making process - staff, students, community.					
Communicates decision to those involved.					
Understands and adheres to the staffing process- Collective Agreement procedures and policies .					
Allocates funds for staff development as required by priorities and needs determined in the school plan.					
Seeks knowledge about and plans for change.					

Evidence to support Observations

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APPENDIX F

is an example of work to date on the Lunchroom Supervisor instrument.

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PERFORMANCE MANAGEMENT SYSTEM - LUNCHTIME SUPERVISORS

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CRITERIA	*STANDARD OF PERFORMANCE*	*INDICATORS*
1. Knowledge of the Organization	Demonstrates familiarity with Board requirements and school routines	• Knows and practises fire and accident procedures e.g. O.P. #8 and School Procedures • Maintains daily attendance — if a student is absent without suitable explanation, notifies the Principal • Knows Discipline Code/Citizenship Policy
2. Supervisory Skills	Demonstrates the ability to be vigilant and deal with any unsafe behaviour	• Provides supervision of food consumption • Goes outside daily at appointed time, walks around playground, and encourages students to follow school rules as outlined in the Discipline Code/ Citizenship Policy • Knows location of students at all times, e.g. washroom, activities, etc.
3. Problem Solving Ability	Uses and models consistent and fair methods to solve problems, using common sense and treating each circumstance individually	• Encourages student participation in problem-solving • Maintains a positive and caring attitude toward students • Uses appropriate discipline methods inside the classroom and on the playground as outlined in the *"Policy Against Assault in the School Environment"*

PERFORMANCE MANAGEMENT SYSTEM - LUNCHTIME SUPERVISORS

CRITERIA	*STANDARD OF PERFORMANCE*	*INDICATORS*
4. Group Management	Establishes effective procedures to provide a safe environment for all students	• Maintains control in lunchroom • Maintains accountability for students outside
5. Program Management	Establishes effective procedures for monitoring the consumption of food, the condition of the classroom and indoor student activity	• May plan activities to provide fun and enjoyment on inclement weather days • Maintains control of lunchroom and supplies by ensuring students keep lunchroom neat, tidy and clean
6. Communication Skills	Demonstrates ability to communicate effectively with students, colleagues, parents, members of community and staff while respecting individual confidentiality	• Works as team member with other school staff • Meets with principal/delegate to share information • Maintains confidentiality • Demonstrates a positive attitude
7. Professional Development	Demonstrates willingness to take advantage of growth opportunities	• Participates in training sessions • Provides evidence that learning is being shared and applied
8. Image	Demonstrates ability to act as a positive role model for students	• Appearance and personal habits

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Lunchtime Supervisor Evaluation

DRAFT

Name of Supervisor _____ Date _____

Name of School _____

Circle appropriate number ☞

	① Requires extensive improvement (please clarify)	② Requires some improvement (please clarify)	③ Good	④ Excellent
1. Knowledge of Organization •Knows and practises fire and accident procedures e.g. O.P. #8 and School Procedures •Maintains daily attendance-if a student is absent without suitable explanation, notifies the Principal •Knows Discipline Code/Citizenship Policy	1	2	3	4
	1	2	3	4
	1	2	3	4
2. Supervisory Skills •Provides supervision of food consumption •Goes outside daily at appointed time, walks around playground, and encourages students to follow school rules as outlined in the Discipline Code/Citizenship Policy •Knows location of students at all times, e.g. washroom, activities, etc.	1	2	3	4
	1	2	3	4
	1	2	3	4
3. Problem Solving Ability •Encourages student participation in problem-solving •Maintains a positive and caring attitude toward children •Uses appropriate discipline methods inside the classroom and on the playground as outlined in the *"Policy Against Assault in the School Environment"*	1	2	3	4
	1	2	3	4
	1	2	3	4
4. Group Management •Maintains control in lunchroom •Maintains accountability for students outside	1	2	3	4
	1	2	3	4

Lunchtime Supervisor Evaluation

DRAFT

Circle appropriate number ☞

	① Requires extensive improvement (please clarify)	② Requires some improvement (please clarify)	③ Good	④ Excellent
5. Program Management				
•May plan activities to provide fun and enjoyment on inclement weather days	1	2	3	4
•Maintains control of lunchroom and supplies by ensuring students keep lunchroom neat, tidy and clean	1	2	3	4
6. Communication Skills				
•Works as team member with other school staff	1	2	3	4
•Meets with principal/delegate to share information	1	2	3	4
•Maintains confidentiality	1	2	3	4
•Demonstrates a positive attitude	1	2	3	4

7. Professional Development
- •Participates in training sessions
- •Provides evidence that learning is being shared and applied

Remarks:

_____

_____

_____

8. Image
- •Punctual
- •Appearance and personal habits

Remarks:

_____

_____

_____

Principal's comments and recommendations:

_____

_____

_____

Supervisor's comments:

_____

_____

_____

_____
Principal's signature

_____
Lunchroom Supervisor's signature

DRAFT

A. I am going to focus on improving _____

_____during this school year,

199_ - 199_.

To do this I will:

a) _____

_____

b) _____

_____

c) _____

_____

B. To help me achieve success the staff member I will work with is/are:

_____

_____ ✍ _____

Date Employee's Signature Position

_____ ✍ _____

Review Date Principal's Signature

Review - Year End Summary

I have improved my_____

Examples:_____

_____

_____

_____

SUB-COMMITTE ROGRESS CHART

Task / Committee	Mandate and Process Development	Adoption of Umbrella Principles	Review of Pertinent Resources	Working with P.M. Model	Action Plan for Instruments	Setting Criteria	Developing Standards	Developing Indicators	Growth Plan Component	Promotion Plan Component	Set of Operating Procedures	Inservice Plan
Principal/ Vice-Principal	✓	✓	✓	✓	✓	✓		✓				
Secondary Department Head	✓	✓		✓	✓							
Elementary Teachers	✓	✓	✓	✓	✓							
Secondary Teachers	✓	✓	✓	✓	✓	✓	✓	✓				
Co-ordinators/ Consultants	✓	✓	✓	✓		✓	✓	✓				
Managers/ Secretarial (non-union)	✓	✓	✓	✓	✓	✓	✓	✓				
Secondary Secretarial & Technical	✓	✓	✓	✓	✓	✓	✓	✓				
Educational Assistants	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Ed. Centre & Elementary School Secretaries & Technicians	✓	✓	✓	✓	✓							
Caretakers, Cleaners & Maintenance	✓	✓	✓	✓	✓	✓	✓	✓				
Lunchtime/ Bus Supervisors	✓	✓	✓	✓	✓	✓	✓	✓	✓			

DRAFT

Education Centre
100 Main Street West
Hamilton, Ontario
1994 11 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

GENERAL

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS

(a) That Dr. Judith Wilkinson be appointed to the Probationary Staff, effective 1994 09 01 and that she be assigned to Psychoeducational Consultant (Professional Student Services Personnel), (.5), effective 1994 10 22. **(Replacement)**

2. PERMANENT STAFF APPOINTMENTS - Nil

3. PROMOTIONS - Nil

4. INTERNAL APPOINTMENTS - Nil

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignations of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Frank Collis (Site Leader, Administrative Staff), 1994 12 31
Dorothy Dion (Cleaner, Cleaning Staff), 1995 06 30
Wayne Kenyon (Field Supervisor, Administrative Staff), 1994 12 31
Agnes Rooney (Cleaner, Cleaning Staff), 1994 03 31
Ernest J. Salmon (Manager, Caretaking Services, Administrative Staff), 1994 12 31

(ii) That the resignation of the following staff, for the purpose of retirement, effective as shown, be accepted with regret:

Elizabeth Munro (Cleaner, Cleaning Staff), 1994 10 12

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the request of the following staff for a Leave of Absence, effective as shown, be granted:

Valerie Elliott (Secretary, Clerical and Technical Staff), 1994 11 28 to 1995 06 02

9. OTHERS

(a) We regret to announce the death of Kenneth H. Honybun, Staff Assistant, Plant Department (Administrative Staff) on 1994 11 01.

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1994 ACTUALS												1994
	1988	1989	1990	1991	1992	1993	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	BUDGET
Admin & Support Staff	470.64	492.54	493.54	486.71	452.66	449.66	449.66	449.16	449.16	449.16	449.16	449.16	447.36	447.36	440.36	438.46			434.86
Co-ordinators/Consultants	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	47.00	46.00			46.00
Teachers - Elementary	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,575.65	1,575.65			1,569.95
Secondary - Composite	757.50	795.00	841.00	850.67	861.33	839.67	839.67	843.67	843.67	843.67	843.67	843.67	843.67	843.67	803.00	803.33			781.67
- Vocational	160.07	146.00	116.67	107.67	100.67	87.00	87.00	86.00	86.00	86.00	86.00	86.00	86.00	86.00	70.00	70.00			84.00
- Vanier	33.00	34.00	33.50	34.00	35.00	36.00	36.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	37.00	37.00			37.00
Elementary TR	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	9.00	9.00			13.00
Secondary TR	8.00	7.00	9.67	14.67	15.33	12.67	12.67	13.33	13.33	13.33	13.33	13.33	13.33	13.33	12.67	12.67			13.33
Lunchroom - Elementary	102.90	115.10	112.30	118.50	82.86	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	64.86	64.86			85.25
- Secondary	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	4.50	4.50			7.64
- Vocational	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.07	1.07			1.71
Bus Supervisors	14.40	16.50	17.68	16.71	15.86	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	16.86	16.86			17.14
Educational Assistants	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.67	232.67			231.17
Lunchroom Assistants	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	2.70	2.70			4.12
Ctkrs/Maint/Whs/Asbestos	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	211.00	211.00	210.00	210.00			209.00
Cleaners/Cooks	340.00	347.00	351.00	360.00	347.00	313.00	313.00	311.00	310.00	310.00	310.00	310.00	307.00	307.00	306.00	304.00			309.00
Recoverable-Tchrs/Other	34.92	33.92	41.25	41.75	41.05	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	36.15	36.15			34.55
- Consultants	0.33	0.33	0.33	0.33															
- Clerical			0.50																
- Educ Assist	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33			4.33
- Admin							0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50			0.50
Full Time Equiv. Positions	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52	4,055.52	4,055.52	4,048.72	4,048.72	3,874.32	3,869.75			3,884.22
Number Of Employees			4,805	4861	4,829	4,706	4,706	4,706	4,705	4,705	4,705	4,705	4,698	4,698	4,447	4,443			4,540
Lunchroom Enrolment	14,000 est	15,000 est	15,571	16,618	17,432	18,003	18,003	18,003	18,003	18,003	18,003	18,003			18,707	18,707			18,000
Enrolment - Elementary	*25,007	*25,474	*25,811	*26,111	*26,387	*26,685	26,737	26,704	26,682	26,618	26,590	26,561			*27,084	27,098			**26,905
- Sec Composite	*12,213	*12,354	*12,707	*12,328	*13,001	*11,529	11,688	11,660	11,469	11,113	10,911	10,827			*12,158	11,812			**12,647
- Sec Vocational	*1,598	*1,453	*1,189	*950	*1,037	*771	755	797	748	705	678	544			*736	688			**915
- Sec Vanier	*407	*400	*399	*382	*465	*464	468	469	465	462	454	454			*480	475			**489
- T. R.	*210	*193	*178	*160	*167	*164	161	161	161	161	161	165			*157	157			**160
- TOTAL	*39,435	*39,874	*40,284	*39,931	*41,057	*39,613	39,809	39,791	39,525	39,059	38,794	38,551			*40,615	40,230			**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources November 2, 1994

REPORT OF SUPPLY TEACHER USAGE - SEPTEMBER 30, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20.0	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH	14.0	30.5	224.0	4.0	4.0	23.5	1.0	16.0	22.0	294.5	477.5	38,232	35,718	73,950
APRIL	18.0	36.5	295.0	14.0	7.0	17.5		5.5	40.0	379.0	495.5	54,475	35,183	89,658
MAY	21.0	134.0	436.0	41.5	26.0	29.5		1.0	40.0	574.0	479.0	58,648	72,621	131,269
JUNE	19.0	181.5	284.0	6.5	2.0	8.0		5.5	11.0	317.0	303.5	42,973	65,139	108,112
JULY														
AUGUST														
SEPTEMBER	18.0	22.0	169.0	21.0	4.5	16.5		0.5	8.0	219.5	345.0	25,972	27,609	53,581
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		457.5	1960.0	97.0	57.0	168.0	4.5	31.0	166.5	2484.0	2816.5	305,561	319,896	625,457
% Of Total			78.9	3.9	2.3	6.8	0.2	1.2	6.7					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21.0	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20.0	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH	14.5	19.0	785.5	7.0	7.0	23.0	55.0	11.0	48.5	937.0	1279.0	105,286	86,754	192,040
APRIL	19.0	49.5	1469.0	3.0	24.0	43.0	101.0	1.5	82.0	1723.5	1699.5	223,209	60,210	283,419
MAY	20.0	97.0	1326.5	14.5	21.5	42.5	58.0	5.5	106.5	1575.0	1445.0	100,076	242,197	342,273
JUNE	20.0	240.5	1009.0	50.0	5.5	30.0	47.0	5.0	43.0	1189.5	1414.0	144,722	178,988	323,710
JULY														
AUGUST														
SEPTEMBER	18.0	25.0	566.0	7.0	2.5	18.5	39.0	6.0	46.5	685.5	988.0	85,689	32,104	117,793
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS		465.0	7973.5	95.0	73.5	217.0	403.5	33.5	460.0	9256.0	10144.5	1,023,308	780,703	1,804,012
% Of Total			86.1	1.0	0.8	2.3	4.4	0.4	5.0					

REPORT OF SUPPLY TEACHER USAGE - SEPTEMBER 30, 1994

SECONDARY & ELEMENTARY														
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0	23.0	90.5	56.0	3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH	49.5	1009.5	11.0	11.0	46.5	56.0	27.0	70.5	1231.5	1756.5	143,518	122,472	265,990	
APRIL	86.0	1764.0	17.0	31.0	60.5	101.0	7.0	122.0	2102.5	2195.0	277,684	95,393	373,077	
MAY	231.0	1762.5	56.0	47.5	72.0	58.0	6.5	146.5	2149.0	1924.0	158,724	314,818	473,542	
JUNE	422.0	1293.0	56.5	7.5	38.0	47.0	10.5	54.0	1506.5	1717.5	187,695	244,127	431,822	
JULY														
AUGUST														
SEPTEMBER	47.0	735.0	28.0	7.0	35.0		6.5	54.5	905.0	1333.0	111,661	59,713	171,374	
OCTOBER														
NOVEMBER														
DECEMBER														
TOTALS	922.5	9933.5	192.0	130.5	385.0	408.0	64.5	626.5	11740.0	12961.0	1,328,869	1,100,599	2,429,469	81.0
% Of Total		84.9	1.6	1.1	3.3	3.2	0.6	5.4						

1994 BUDGET
$3,000,000

REPORT OF SUBSTITUTE CLEANER/CASUAL ASSISTANCE USAGE - 1994

MONTH	Working Days	Personal Reasons /Illness # of Days	Workers' Comp. # of Days	Extra Workload # of Days	Leaves, Vacancies *perm pay # of Days	Total # of Days	$ Expense
JANUARY	21	565	319	63	393	1,340	64,520
FEBRUARY	20	520	320	60	234	1,134	59,389
MARCH	23	726	434	80	255	1,495	83,131
APRIL	19	627	362	57	157	1,203	71,404
MAY	21	745	390	67	241	1,443	85,910
JUNE	22	751	476	66	288	1,581	87,963
JULY	20	499	464	48	359	1,370	67,931
AUGUST	22	586	466	96	386	1,534	85,278
SEPTEMBER	21	626	373	45	342	1,386	77,129
OCTOBER							
NOVEMBER							
DECEMBER							
TOTALS		5,645	3,604	582	2,655	12,486	682,655

*Leaves, Vacancies - cost covered on permanent payroll

Prepared by Human Resources
November 2, 1994

1993 AND 1994 TEMPORARY ASSISTANCE EXPENDITURES

	1993 BUDGET	YTD EXPENSE AS OF DEC 31/93	1994 BUDGET	YTD EXPENSE AS OF MAR 31/94	YTD EXPENSE AS OF JULY 31/94	YTD EXPENSE AS OF SEPT 30/94	EXPLANATION
Central Depts. & Area Offices							
- Admin. Services	7,400	22,715	8,286	3,092	5,276	7,682	Replacement for illness in Printing Dept. Early morning dispatching for supply tchrs, clerical etc.
- Computer Services	67,750	70,393	69,535	1,139	10,244	20,209	IIS Project Assistance. Co-op Student, illness replacement
- Director's Office	4,700	3,219	3,321		1,000	1,000	Policy Writer
- Ed Centre (General)	2,000		1,795				
- Finance	36,000	9,766	8,973				
- Human Resources	22,100	26,205	28,159	7,662	11,884	12,121	Tchrs Seniority List. Replacement for illness.
- Program Departments	222,160	258,231	123,473	14,773	50,282	56,578	Christie Conserv., Kit Services, IPRC clerical assistance, Software Technician (*see note below) Accommodation assistance, Paikin Libr. Students, Psychological Testing
- Area 1 Office	13,000	29,850	897				
- Area 2 Office	5,000	3,126	897				
- Area 3 Office	1,000	1,517	897				
- Area 4 Office	5,000	3,127	897				
- Area 5 Office	1,600	682	1,436				
School Services							
- Student Assistance	70,000	60,936	58,327	12,348	32,093	46,386	Library, Textbook Student Assistance
- Elementary School Clerical	86,000	65,547	68,197	15,813	35,250	37,288	Replacement for illness
- Secondary School Clerical	46,000	51,389	50,251	15,961	28,244	34,188	Replacement for illness
- Equipment Repair	22,000	17,986	19,741	2,995	9,298	12,867	Co-op Student
Regular Day School							
- Student Assistance	26,000	21,848	22,612	2,399	10,926	11,170	Science Lab Student Assistance, City Choir
Plant Operation	37,000	14	27,817				
Plant Maintenance	30,500	28,938	26,472	6,262	9,865	12,268	Replacement for illness
Other Operating	7,600	5,966	6,820		1,078	4,562	Mohawk Trail, Community School Clerk
GRAND TOTAL	**$712,810**	**$681,455**	**$528,803**	**$82,444**	**$205,440**	**$256,319**	

*Software Tech - cost will be offset by perm payroll savings upto Feb 1/94

Prepared by Human Resources
Date: November 3, 1994

1994 11 10.

TO: Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

FROM: Rick Binns
Superintendent of Human Resources

RE: Progressive Discipline Policy

REPORT CLASSIFICATION: Decision

BACKGROUND:

In November, 1993, a Progressive Discipline Policy input group was formed to review the need for a Progressive Discipline Policy. A 4th year McMaster Student was assigned to the Employee Relations Department as part of his field placement. This student interviewed all union/federation leaders to receive input on the need to develop a progressive discipline policy and written procedures.

Progressive Discipline policies from other boards of education were requested for review by the input group. Following the review of these policies, the input group developed a procedures manual for Principals, Managers and Supervisors which encompassed not only the procedures to be followed for progressive discipline, but also problem solving and interviewing techniques.

The input group distributed the draft procedures manual to union/federation leaders. Comments and suggestions received from these groups were considered for integration into the Progressive Discipline Policy.

Training sessions on progressive discipline are underway. To-date we have held awareness sessions with Principals and Managers. Additional sessions have been scheduled for Site Leaders and Administrative Assistants.

ISSUE:

To establish a Progressive Discipline Policy for the orderly operations of business and for the protection and fair treatment of all employees.

RECOMMENDATION:

That the following statement be approved as the Progressive Discipline Policy of the Board:

> **"The Hamilton Board seeks to resolve conduct and performance problems in the most positive manner possible, through initiatives such as counselling, additional training or supervision, and verbal cautions. However, under those circumstances when disciplinary action including termination, becomes a necessary means of modifying undesirable conduct, the Board has established written procedures."**

RATIONALE:

The Progressive Discipline Policy will be implemented through the Administrative Detail provided in Appendix I, attached.

The Progressive Discipline Policy and Procedures (see Appendix II attached) will promote uniformity and consistency in administering discipline. The Policy will ensure that disciplinary measures are as constructive as possible by providing encouragement and incentive to employees to correct deficiencies.

The intent of this policy is to openly communicate the Board's standards of conduct, particularly conduct considered undesirable, to all employees as a means of avoiding their occurrence. In those circumstances when it becomes necessary to administer discipline, this policy will ensure that due process is given to each employee.

The Progressive Discipline Policy will support continued in-service for leaders within our system to ensure consistent and fair treatment of all employees.

Prepared By: Deborah Russon,
Manager, Employee Relations

APPENDIX I

A. POLICY STATEMENT

The Hamilton Board seeks to resolve conduct and performance problems in the most positive manner possible, through initiatives such as counselling, additional training or supervision, and verbal cautions. However, under those circumstances when disciplinary action, including termination, becomes a necessary means of modifying undesirable conduct, the Board has established written procedures.

B. ADMINISTRATIVE DETAIL

1. To ensure the equitable processing of disciplinary actions, Human Resources Services will be responsible for co-ordinating and advising on such matters, in order to assure that employee rights are protected, contractural obligations are met, and appropriate action is taken. Supervisory personnel should consult with Human Resources Services prior to the imposition of discipline.

2. **The Principal of the school, under the direction of the Superintendent of Schools, shall be responsible for:**

   (i) developing co-operation and co-ordination of effort among all members of the school staff.

   (ii) maintaining proper order and discipline in the school.

   (iii) analysing and resolving problems in an effective manner.

   (iv) ensuring that Board policies and procedures covering employee conduct, performance requirements, and causes for discipline are clearly and frequently communicated to all employees.

   (v) ensuring that proper fact finding, counselling, documentation, and objective decision making occurs prior to the imposition of discipline.

   (vi) ensuring that each employee receives "due process".

3. **Managers and supervisors, under the supervision of the appropriate Superintendent, shall be responsible for:**

   (i) developing co-operation and co-ordination of effort among all members of the department.

   (ii) analysing and resolving problems in an effective manner.

   (iii) ensuring that Board policies and procedures covering employee conduct, performance requirements, and causes for discipline are clearly and frequently communicated to all employees.

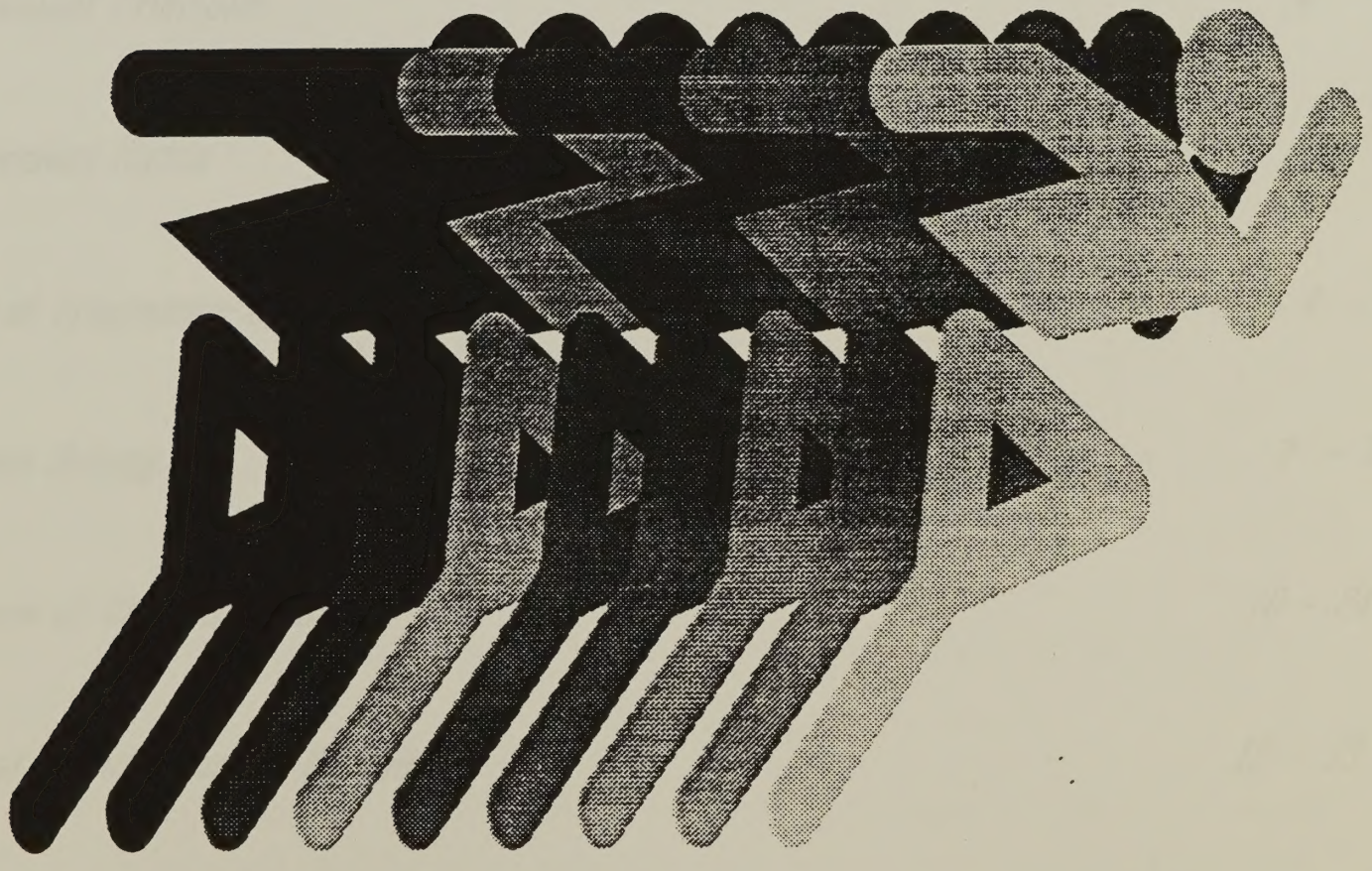
   (iv) ensuring that proper fact finding, counselling, documentation, and objective decision making occurs prior to the imposition of discipline.

   (v) ensuring that each employee receives "due process".

APPENDIX II

1994 10 31

PROGRESSIVE DISCIPLINE



PROCEDURES FOR PRINCIPALS, MANAGERS & SUPERVISORS
THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

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GLOSSARY

Corrective Discipline defines what proper conduct is, and gives the person an opportunity to correct improper conduct. This discipline also warns other employees that improper conduct or breaking of organization rules will not be tolerated, and will subject guilty individuals to disciplinary action.

Just Cause is defined as discipline which is guided by truth, fairness and reason in accordance with standards or requirements which are known to the employee and which can stand the test of law as being equitable and rightly deserved based on the circumstances discovered through a detailed investigation.

Mitigating Circumstances are those which may tend to lessen, in severity or intensity, the discipline to be applied.

Double Jeopardy means that once a penalty has been imposed for an infraction, another more serious penalty cannot be imposed for the same incident. An exception occurs when new or additional facts come to light the penalty may be re-assessed, provided the information was not available or attainable at the time of the original discipline.

Culiminating Incident requires that there is some final incident or "last straw" which permit consideration of all the employee's past record as a basis for discharge. This principle permits management to take that position that, over a period of time, the actions, performance or conduct of the employee can no longer be tolerated and the accumulation of past misdeeds, together with the final incident gives management no alternative but dismissal.

PREFACE

Workplace discipline has always been considered as prohibitive. We need as an organization to put the disciplinary process in perspective and, at the same time, suggest a more positive approach.

First line supervisors play a major role in developing a positive and affirmative approach to discipline which should lessen the perspective of punishment. The supervisor must try to create conditions in which employees will accept authority with a minimum of resentment.

We must be prepared to accept the fact that the employer/employee relationship can be improved, through recognizing employees' needs, through improved communication with the employee and/or with the unions and federations and through greater respect for the other party.

The matter of employer discipline is extensive and detailed and is governed by legal precedents and legal concepts. This manual attempts to set out the general principles and guidelines of employee documentation and progressive discipline for use by management personnel in the proper discharge of their supervisory duties. It is important to keep in mind, however, that while fairness, consistency and lack of arbitrariness are the catchwords in discipline, the facts and circumstances of individual situations may dictate steps that vary in some respect to what is set out in this manual. As well, legal precedents may change subsequent to the preparation of this manual. For these reasons, ***it is advisable that one obtain guidance and advice from the Employee Relations Section of Human Resources Services in dealing with disciplinary matters.***

MISSION STATEMENT
FOR THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

The Hamilton Board of Education's purpose is to educate children and adults to enable them to enjoy life as creative, contributing, responsible members of society.

MANAGEMENT PRINCIPLES

It is important to not lose sight of the Board's primary objective. Specifically, our obligation to provide the highest quality of education possible to the students of Hamilton. In this respect, it is essential that all Board employees carry out their responsibilities in a co-operative and professional manner. In order for the Board to effectively fulfil its obligations, managerial staff shall:

1) provide a work environment which protects the rights and safety of all employees and allows for the effective utilization of their skills and abilities in achieving the Board's goals;

2) promote the treatment of all in a fair, equitable and compassionate manner having regard for the dignity of each person;

3) promote interdependence and group co-operation;

4) promote openness and honesty;

5) provide an environment of trust and caring;

6) promote initiatives which improve job satisfaction and employee morale;

7) promote continuous quality improvement;

8) acknowledge the efforts of those who exemplify the goals of the Board;

9) ensure that inappropriate behaviour is dealt with in a fair and equitable manner, with emphasis on providing employee assistance and counselling.

MANAGEMENT RIGHTS

It is the sole right of the Board to manage its affairs in a manner consistent with the prevailing statutes and regulations governing employment in the Province of Ontario, the Education Act and existing Collective Agreement. As part of its Management Rights the Board shall:

1) establish rules and regulations governing the conduct of employees;

2) ensure that these rules and regulations provide for the orderly operation of the Board and for the benefit and protection of all employees and students;

3) ensure that the Rules of Conduct are administered in a fair and consistent manner which applies equally to all employees;

4) ensure that displays of inappropriate behaviour are dealt with in an appropriate disciplinary manner.

SCOPE OF PROGRESSIVE DISCIPLINE

Employees are responsible for the protection of their employment by maintaining appropriate behaviour and carrying out their responsibilities. Where there is a breakdown in behaviour or responsibility, the supervisor must take action. Listed below are some areas of concern which arise most frequently in employer/employee relationships.

NOTE: ***The areas of concern listed below are not meant to be all inclusive and should be taken only as a guide.***

INABILITY TO PERFORM WORK

The Board is developing a Performance Management System for all employees. When an employee becomes unable to meet position expectations and is placed "under review", familiarity with this policy is essential.

INSUBORDINATION

Insubordination is the refusal of a subordinate to carry out the requests of a Supervisor. An act of insubordination is cause for discipline.

Three conditions must prevail before an act of insubordination can be established:

1) *There must be a clear order which the employee understands. (For example, an operating procedure found in a handbook.)*

2) *The order must be from a supervisor.*

3) *It must be established that the order was disobeyed.*

Employees may choose not to carry out requests that are clearly in contravention of the law or which place the employee's safety in jeopardy. Under normal circumstances, employees should carry out the request and seek redress subsequently. This is known as the "work now, grieve later" doctrine.

CONDUCT OF EMPLOYEES AT WORK

There is an obligation on the part of employees to work with care and honesty. Failure to do so constitutes grounds for discipline. This might include disregard for safety rules, destruction or theft of property, sleeping, dishonesty, falsification of records, sabotage and fighting or assault. The intrusion of personal problems, beliefs or life styles which are unrelated to the employee's role in the job setting may provide cause for concern and lead to disciplinary action. Unprofessional conduct or conduct which violates accepted rules of behaviour and responsibility may also lead to disciplinary action.

ATTENDANCE

The Board has an Employee Attendance Management Policy. Familiarity with this policy is essential as innocent absenteeism is not part of the progressive discipline policy.

ALCOHOL/ILLEGAL SUBSTANCES

Bringing alcohol or illegal substances onto the Board's premises or reporting to work under the influence of alcohol or illegal substances provide grounds for discipline.

Inappropriate Activities:

NOTE:	***The activities listed below are not meant to be all inclusive and should be taken only as a guide.***

1) Fighting, or excessive use of force or use of any other means of interfering with another employee, student or parent.

2) Use of abusive or unacceptable language.

3) Willful or deliberate destruction of property and/or equipment or improper use of and/or damage to property and/or equipment.

4) Theft or misappropriation of the property of others or of the Board.

5) Use of intoxicating beverages or drugs on Board premises or reporting for work under the influence of same.

6) Smoking in unauthorized areas.

7) Unauthorized use of equipment or machines.

8) Insubordination or refusal to perform assigned work except as provided under the Occupational Health & Safety Act.

9) Inappropriate use of Board employee benefit plans or programs.

10) Harassment of any employee, student or parent.

11) Falsification of any Board records.

12) Unauthorized disclosure of confidential information - intentional or unintentional.

13) Failure to dress appropriately for a school or office environment.

14) Continued lateness or unauthorized absenteeism.

15) Sleeping during working hours.

16) Conflict of Interest.

PROBLEM SOLVING

Supervisors should remember to promote the common interests of the Board and employees in the success of the operation of the school or department, but whatever steps are taken to achieve this, the supervisor will find that there are some employees who cannot fit into the scheme of things. In spite of all the supervisor's efforts to train and motivate employees, some employees may be incapable of meeting acceptable standards.

When it is time to talk to an employee about inappropriate behaviour supervisors must concentrate on the issues and problems rather than personal likes/dislikes of individuals. In any situation, a good supervisor will respect the person in an unbiased manner and always deal with the inappropriate behaviour.

A Supervisor will need to adopt the following problem solving techniques in order to handle inappropriate behaviour:

1) Define the problem: establish what is going wrong.

Get the facts: find out what happened. Compare this with what is supposed to happen. If other people are involved, get both sides of the story and, where possible, check with a third party. Obtain written evidence wherever relevant. Do not rely on hearsay. Try to understand the attitudes and motivation of those concerned. Remember that people will see the situation from their point of view in terms of their own needs, attitudes and feelings.

3) Analyse the facts: identify relevant data and establish the cause or causes of the problem. Get to the root of the matter and don't be misled by symptoms.

4) Consider and evaluate possible courses of action: agree on an objective for a solution. Discuss alternative courses of action with whoever is involved and weigh the pros and cons of each of them.

5) Decide and implement: in discussion with the individual and other people concerned, decide which is the preferred course of action. Explain the reasons for your decision and then implement.

6) Monitor implementation: check on how well the decision is being implemented. Obtain the reactions of those affected. Take further corrective action where necessary.

INTERVIEWING AND COUNSELLING

Supervisors should always be able to communicate clearly and listen attentively. By communicating in an assertive manner to the employee, the supervisor conveys only the supervisor's own perceptions. By listening in a responsive manner, the supervisor will have an additional piece of information; the employee's perceptions.

If, for example, an employee repeatedly fails to complete an assignment on time, the supervisor has a problem. To solve the problem the supervisor shall begin by discussing the matter with the employee (the discussion should be held in a confidential area). The discussion begins:

(a) ***Supervisor (Assertiveness):***

Expresses disappointment because assignment was not completed on time and supervisor looked bad in front of his/her own supervisor.

Supervisor (Responsiveness):

"Would you agree that this is an accurate assessment of the problem?" ... "Do you feel the same way as I do?"

(b) ***Supervisor (Assertiveness):***

State to the employee what future expectation consist of in relation to the issue.

Supervisor (Responsiveness):

"Is this a reasonable request that I am making?"

With only the assertiveness part being exercised, the supervisor conveys only perceptions. If the employee leaves in an angry tone, the supervisor's perceptions are: "This employee is always refusing to co-operate", or, "This employee is always playing games with me". A conflict now arises and the issue related to the problem becomes secondary.

The problem can only be kept in focus if the employee is respected by asking for the employee's perceptions. It may be possible that mitigating circumstances, beyond the supervisor's knowledge, were linked to the assignments not being completed on time. When assertiveness and responsiveness statements are used together, both the supervisor and the employee are looking for a solution. Dealing with the perceptions and the issues stimulate discussion and effective problem solving. Develop a partnership and problem solve together.

A supervisor will need to get at the true facts and achieve the willing co-operation of the employee in implementing an agreed to solution. Supervisors will not do this if an autocratic approach is adopted in situations where it is not appropriate. Greater co-operation and better results are achieved in these circumstances if a supervisor adopts the following non-directive counselling approach:

1) Listen with intelligence and sympathy. Someone in difficulty cannot fail to benefit when allowed to discuss the problem with a sympathetic listener.

2) Get the problem clearly stated and accepted as the problem. The employee should be helped to define the problem.

3) When defining the problem and discussing possible solutions a considerable amount of listening and questioning may be necessary before the point becomes clear, especially when strong emotions are involved.

4) When trying to get the employee's point of view, it is often helpful to reflect back to the employee's key statements in your own words. This checks the supervisor's understanding and conveys to the employee that the supervisor is listening.

5) Stay alert and flexible. A supervisor should have a broad plan about how to tackle the interview, but be prepared to change direction in light of new information.

6) Go through the facts of the case, no matter how unpleasant they may be, but refrain from making derogatory comments during the interview.

7) Try not to get into a futile argument about matters of opinion. If there is a difference in views about the facts, simply record them and check them out later.

8) Observe behaviour as well as words. Take note of gestures, manner, tone and inflection, pauses and other ways of responding.

9) Summarize where the parties are at from time to time with clear statements or questions such as: "Am I right in thinking that your problem boils down to this ...?"

10) Try to get the employee to summarize the situation and, in circumstances where an improvement in performance is required, suggest a possible solution. The supervisor should agree with the solution if possible and encourage the individual to plan its implementation.

OVERVIEW OF DISCIPLINARY ACTION

There are three key features of an effective discipline program. A discipline program can only be effective if it is ***uniform, corrective and progressive.*** Each feature is of equal importance in getting results. A uniform program prevents the imposition of different discipline to the same offence.

Corrective discipline defines what proper conduct is, and gives the person an opportunity to correct improper conduct. This discipline also warns other employees that improper conduct or breaking of organization rules will not be tolerated, and will subject guilty individuals to disciplinary action.

The ***progressive*** feature is the discipline procedure which provides for an increase in the severity of the discipline with repeated offences. Its purpose is to correct employee misconduct and to insure proper behaviour or performance.

The steps are:

Informal Process: verbal reprimand

Formal Process:
- Step 1 - recorded verbal reprimand
- Step 2 - written warning
- Step 3 - suspension
- Step 4 - dismissal

Depending upon the severity of the infraction, it may be appropriate to repeat any of the first three steps more than once.

BASIS FOR DISCIPLINE

There are two conditions that underlie every disciplinary action:

1. it must not be inconsistent with the express provisions of the collective agreement, and
2. there must be "just cause".

BURDEN OF PROOF

In all circumstances involving a grievance resulting from a disciplinary action, the employer is required to prove "just cause" in imposing the discipline. Management bears the onus of "burden of proof".

Further, the employer must prove that the discipline was not imposed in an arbitrary or discriminatory way. This is demonstrated by ensuring that all the proper procedures have been followed before discipline is imposed.

Should the disciplinary action be grieved all the way to arbitration, management must convince the arbitrator that there was "just cause" for the discipline and the discipline imposed was appropriate for the infraction. It is imperative that all documentation is accurate and concise.

CRITICAL FOUNDATIONS FOR DISCIPLINE

CONSISTENT AND CONSTRUCTIVE

Apply the disciplinary approach uniformly to all staff members. Do not favour or discriminate against certain employees.

Make the disciplinary measures as constructive as possible by providing encouragement and incentive to correct deficiencies.

Be honest and straightforward with the employee during the discipline process. Make sure the employee is clearly aware of expectations and consequences.

INDIVIDUALITY OF INFRACTIONS

Employees can only be disciplined for their own infractions. If a group produces poor work, the whole group cannot be disciplined. Individual responsibility must be established. Similarly, the employer cannot discipline one employee to make an example for the group.

DISCIPLINE IS A CORRECTIVE MEASURE

If an employee is unable to carry out the employee's duties because of facts beyond the control of the employee or because of physical or mental incapabilities, discipline is not an appropriate measure because such action will not correct the situation.

Dismissal is not corrective discipline. Termination of the employment relationship occurs when corrective discipline has failed.

DOUBLE JEOPARDY

The principle of double jeopardy means that once a penalty has been imposed for an infraction, another more serious penalty cannot be imposed for the same incident.

An exception to this rule has recently been recognized by arbitrators. A penalty may be re-assessed if new or additional facts come to light, provided that the information was not available or attainable at the time of the original discipline. Therefore, it is important to carry out a complete investigation before imposing any discipline.

CULMINATING INCIDENT

The culminating incident concept requires that there be some final incident or "last straw" which permits consideration of all the employee's past record as a basis for discharge.

This principle permits management to take the position that, over a period of time, the actions, performance or conduct of the employee can no longer be tolerated and the accumulation of past misdeeds, together with the final incident gives management no alternative but dismissal.

By itself, the incident might not constitute just cause for dismissal but it must be serious enough to justify some disciplinary action.

Culminating incident cases, however, are complex and obtaining advice from *Employee Relations* is necessary to make the most appropriate decision.

JUST CAUSE

"Just Cause" is defined as discipline which is guided by truth, fairness and reason in accordance with standards or requirements which are known to the employee and which can stand the test of law as being equitable and rightly deserved based on the circumstances discovered through a detailed investigation.

MITIGATING CIRCUMSTANCES

Mitigating circumstances are those which may tend to lessen, in severity or intensity, the discipline to be applied.

Example 1. An employee is not performing up to par and seems distracted and uninterested. Upon investigation the Supervisor discovers the employee is dealing with a serious, chronic illness of an immediate family member, thereby finding it difficult to concentrate.

Example 2. The policy or procedure which is claimed by the supervisor/manager to have been violated is not clear and is open to interpretation.

NOTE: The two above examples are not meant to be all inclusive and should be taken only as a guide.

PROCEDURES FOR SUPERVISORS

- The major criticism of disciplinary action, whether from unions/federations, arbitrators or mediators is that employees are often not aware that what they were doing was inadequate, inappropriate or wrong, i.e. expectations are not communicated adequately.

- Discipline should be based on regular supervision. Whenever substandard conduct or performance occurs, tell the employee as soon as possible. It is unreasonable to expect the employee to improve if the employee is unaware that improvement is required. Arbitrators are negative when management delays or procrastinates: discipline applied months after the "incident" is usually deemed inappropriate.

- Disciplinary discussions and correspondence must always refer directly to the standard of conduct which was not met and of which the employee had knowledge.

PROGRESSIVE DISCIPLINE:

(A) MUST BE APPROPRIATE, TIMELY AND WELL COMMUNICATED

Work standards/expectations must be known and understood by employees so that staff cannot dispute work rules, regulations, operating methods and procedures.

When it has been determined that disciplinary action is warranted, the action must be immediate, consistent and appropriate for the offence.

(B) MUST HAVE COMPLETE AND UPDATED RECORDS

Discussions and statements can only be accurately remembered and be believed by an impartial observer if a complete file is available containing notes, letters, memoranda, names of witnesses, etc. concerning the handling of the case and the events which occurred in the past.

Notes have more credibility if they are made at the time or immediately following the event.

- Without accurate and well documented evidence, the Board will not be successful in proving that the discipline was just.

(C) MUST BE IN ACCORDANCE WITH THE APPROPRIATE COLLECTIVE AGREEMENT.

(D) MUST HAVE DISCIPLINARY MEETINGS

1) Prior to a disciplinary meeting, the employee must be advised of the right to have a union/federation representative present at such meeting.

2) If the employee chooses not to have a representative present, the disciplinary meeting will be conducted between the supervisor and the employee.

CIRCUMSTANCES TO BE CONSIDERED IN ADMINISTERING APPROPRIATE DISCIPLINE

MITIGATING CIRCUMSTANCES

Mitigation is applicable to any of the steps of progressive discipline.

In contemplating any disciplinary action, ***review the employee's record and all factors which could be related to the matter at hand.***

The following factors are among those an arbitrator would consider which could warrant mitigation of discipline:

1) Was the rule/standard only technically breached?

2) Was the occurrence only a momentary aberration?

3) Was the employee's action provoked?

4) Was the employee aware of the standard or rule that was broken?

5) Were other staff affected?

6) Does the employee have health problems which may have affected the behaviour?

7) Is the employee's record good?

8) Did the employee apologize or otherwise express regret?

9) Are there any compassionate grounds such as family problems?

10) Were drugs/alcohol involved?

11) Has management failed to impose progressive discipline in the past?

12) Did management fail to obtain the employee's explanation?

13) Did management delay in imposing discipline?

14) Is this a first time as opposed to a repeated occurrence?

15) What is the employee's seniority?

16) Does the employee have potential for rehabilitation?

PRIOR RECORD

When the record of the employee is being used to justify dismissal, the evidence of poor behaviour/performance and previous discipline ***must meet three criteria:***

1) *The material must be in the personnel file as part of the employee's record, eg. written reprimands and/or notices of disciplinary action.*

2) *The employee must be aware of the information on file and must have been informed of the disciplinary action. The culminating incident cannot be based on a list of offences for which no discipline was imposed.*

3) *The employee must have had the opportunity to cleanse the record even though no grievance was filed.*

   (a) if there was no grievance, as it relates to the record, it implies the employee agreed with the discipline and the incident can be used as part of the record.

   (b) if the employee grieved and was successful, the incident cannot be used as part of the record.

   (c) if the employee grieved and lost, the incident can be used as part of the record.

STEPS

SECTION "A"

INFORMAL PROCESS

VERBAL WARNING

This type of action should be taken to deal with all offences which clearly do not require a more severe form of discipline, (usually a first offence of a minor nature - e.g., being late for work). The verbal warning gives the supervisor an opportunity to discuss the breach of discipline with the employee and try to discover the causes. The interview also presents the employee with an opportunity to see the employee's own errors, and to suggest a means of self-improvement.

When a verbal warning is given to an employee, the supervisor should state clearly that it is a verbal warning and that it will not go in the employee's record.

SECTION "B"

FORMAL PROCESS

STEP 1 - RECORDED VERBAL WARNING

The purpose of the recorded verbal warning is to inform the employee that the performance or conduct is not acceptable, will not be tolerated and unless corrected, will lead to more severe discipline.

Recorded verbal warnings are used for a first offence or where a more severe penalty is not warranted.

A recorded verbal warning is given at a disciplinary meeting with the employee and a union/federation representative.

NOTE: An employee's signature on the recorded verbal warning signifies acknowledgement and not necessarily agreement.

The employee ***must*** be told clearly:

1) the unacceptable nature of the behaviour.

2) which standard of conduct was not met, what is expected by way of improvement and that an opportunity to improve will be provided.

3) that subsequent misconduct will lead to discipline, up to and including dismissal.

4) that this verbal written warning will be placed in the employee's personnel file within Human Resources Services.

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

ACKNOWLEDGEMENT OF VERBAL WARNING

EMPLOYEE DETAIL

Employee Name: _____

Employee Bargaining Unit: _____

VERBAL WARNING MEETING

Date of Meeting: _____

Location of Meeting: _____

Time of Meeting: _____

Individuals present at Meeting: _____

UNACCEPTABLE ACTION

Date of Occurrence: _____

Summary of the Unacceptable Action: _____

_____

_____

Employee Signature: _____

Supervisor/Principal Signature: _____

1. Employee's signature signifies only agreement that the meeting occurred.
2. This document is subject to the time frames laid out in the collective agreement.

c.c. - Employee's Personnel File - Human Resources
- Chief Steward, Union or President, Federation

STEP 2 - WRITTEN REPRIMAND

A written reprimand is given at a disciplinary meeting with the employee and a union/federation representative.

A written reprimand documents a further discussion with the employee when a verbal reprimand has not brought about the required change or the first offence is so serious that more than a written verbal warning is appropriate.

The purpose of a written reprimand is to correct inappropriate performance or behaviour by:

- informing the employee that the previous discussion has not resulted in adequate improvement.
- warning the employee that the previously referred to standard still requires improvement since behaviour or performance continues to be unacceptable.
- indicating again the seriousness of the problem.
- specifying again that improvement is required and the time frame involved.
- advising of further disciplinary action if improvement does not occur.

In the discussion and subsequent letter or reprimand, the following ***must*** be clearly stated to the employee:

1) the date, the time and the infraction.

2) the work rule/standard that has been violated.

3) the details of a previous verbal reprimand.

4) the expected improvement/correction and the required time frames.

5) that if the employee fails to improve, further disciplinary action - up to and including dismissal - will be taken.

6) that a copy of the written reprimand will be placed in the employee's perscnnel file within Human Resources Services.

EXAMPLE OF LETTER OF WRITTEN REPRIMAND

HAND DELIVERED OR SENT
BY REGISTERED MAIL

(date)

(Name of Employee)
(Home Address)

Dear :

In the three month period, February 1, 19__ to April 30, 19__, you have reported to work between 5 and 20 minutes late on 19 occasions.

On March 23, 19__, we discussed your punctuality and at that time you were reprimanded and informed that your tardiness was unacceptable and continuation of this behaviour would result in disciplinary actions.

Despite this reprimand, you subsequently reported late on two occasions.

This behaviour is unacceptable. Your starting time is 8:30 a.m. You are required to report at that time.

This written reprimand is to advise you that failure to improve your punctuality will subject you to further disciplinary action up to and including dismissal.

_____

Manager/Supervisor

c.c. - Employee's Personnel File,
Human Resources Services
- Chief Steward, Union or President, Federation

STEP 3 - SUSPENSION

Prior to suspension, the supervisor must consult with the appropriate Superintendent.

Suspension is used when a verbal or written reprimand has not brought about change or for a serious first offence.

Before implementing a suspension, inform the employee in writing of the infraction or allegation, the date and place of any meeting required under the collective agreement and that the employee has the right to have a union/federation representative present at the meeting.

The purpose of a suspension is to:

- invoke a sanction which indicates that management considers the infraction very serious.
- further address a progressive discipline problem.
- provide an emphatic warning before more severe sanctions are imposed.

In the case of a major infraction, an employee can be sent home for the remainder of the shift for such incidents as fighting, intoxication, theft or assault, where the employee's conduct may be hazardous to the Board's operations or the safety of others.

In the event of major infractions, management should thoroughly investigate all circumstances:

1) obtain written relevant statements from participants, witnesses, and/or managers.

2) conduct the fact finding meeting with the employee to ascertain the employee's position. Do not make the decision at this time.

3) base the decision on a review of the findings from the investigation and the meeting. If new facts or information are introduced at the meeting which require further clarification, investigate further until satisfied that all relevant information has been obtained. ***Make your decision consistent with the Board's standards of conduct or policies.***

The suspension letter ***must:***

1) list date, time, misconduct/wrong doing or specific ongoing inadequate performance.

2) state the standard of conduct/work rule that was violated and appropriate section(s) of the collective agreement if applicable.

3) refer to previous verbal discussion(s) and written reprimand(s) for the same or comparable offence.

4) advise of the number of days of suspension, with or without pay, and the dates.

5) state that the employee could be subject to further disciplinary action up to and including dismissal if the employee fails to correct or improve.

6) note that a copy has been placed in the employee's personnel file within Human Resources Services.

7) C.C. - state who should receive copies of the letter.

Example of Suspension Letter

HAND DELIVERED OR SENT
BY REGISTERED MAIL

(Date)

(Name of Employee)
(Home Address)

Dear :

On April 29, 1994, you refused to complete an assignment which I had instructed you to carry out. This constitutes non-compliance of the reasonable directions of your supervisor.

For your insubordination, you are being suspended for three (3) days without pay. The suspension will be served from March 1, 19__ to March 3, 19__, inclusive.

Any future misconduct will result in further disciplinary action which may include dismissal.

_____
Manager/Supervisor

c.c. - Employee's Personnel File,
Human Resources Services.
- Chief Steward, Union or President, Federation

STEP 4 - DISMISSAL

This is the most severe type of discipline and one that must be used for serious infractions or when the employer is satisfied that all other types of discipline failed to correct the situation.

Some supervisors do not have the authority to dismiss an employee but may only be able to recommend dismissal. Reference must always be to the provisions of the appropriate collective agreement and, in the case of teachers and principals, to the provisions of the Education Act and the regulations as well as to the collective agreement.

The purpose of dismissal is to terminate the employment relationship when corrective or rehabilitative efforts have failed and improvement no longer seems reasonably possible or when the conduct or action is so grave that no alternative exists and has caused irreparable damage to the employment relationship.

Before recommending dismissal, the supervisor ***must:***

1) consult with the appropriate Superintendent.

2) inform the employee of the allegations, i.e. inadequate or no improvement.

3) investigate - obtain written relevant statements from participants, witnesses, and/or managers.

4) conduct a factfinding meeting with the employee and a union/federation representative in order to ascertain the employee's position.

5) determine, where appropriate, whether there is a culminating incident.

6) consider if any mitigating circumstances exist.

7) make a recommendation to the Superintendent of Human Resources or designate.

THE APPROPRIATE SUPERINTENDENT WILL MAKE THE RECOMMENDATION FOR DISMISSAL TO THE DIRECTOR OF EDUCATION. THE SUPERINTENDENT OF HUMAN RESOURCES WILL PRESENT THE RECOMMENDATION TO THE BOARD FOR APPROVAL.

APPENDIX "A"

ALCOHOLISM AND SUBSTANCE ABUSE

Alcoholism and substance abuse is a specific problem which frequently faces any employer. There are many steps an employer may take to deal with problems of alcoholism and addiction that arise in the workplace, and the law has developed in such a way as to place an increasingly large share of the financial and other responsibilities of treatment and rehabilitation of addicted employees on employers.

In addressing the problem of substance abuse, the employer must first attempt to determine the nature of the problem as to whether the work-related problems arising from the use of alcohol or drugs are the "fault" of the employee, thus warranting discipline or whether such problems are beyond the control of the employee, rendering disciplinary action inappropriate. For instance, drinking or being intoxicated on the job generally warrants substantial discipline. However, if the employee has given indications of being an alcoholic or substance abuser, the employer should view the problem as an illness and follow non-disciplinary action.

Where an employer determines to take disciplinary action against an employee for an alcohol or drug related offence, the employer must go through the normal processes

of having to establish that there was reasonable and just cause to discharge the employee on the basis of the nature of the misconduct itself. Where the offence in question in itself provides just cause for discharge, there must also be reasonable proof that but for the addiction, the offence would not have occurred. The union will bear the onus of establishing that the misconduct was due to "alcoholism" as a treatable illness thereby rendering disciplinary discharge to be unreasonable and inappropriate. The employee must virtually admit to the addiction in order to challenge the discharge.

Whether or not the grievor actually acknowledges the addiction is an important consideration in these cases. In some cases, considerable weight is given to the grievor's recognition of an underlying substance abuse problem as a contributing factor to the misconduct, although arbitrators will also recognize the danger in accepting such "confessions" as evidence. However, the failure to admit to a substance abuse problem may be fatal to the grievor's case, particularly when coupled with the grievor's failure to take any step toward rehabilitation.

Other factors which may be considered will include any behaviour that exhibits the typical consequences of alcoholism, such as impaired driving convictions, marital break-

ups and a history of employment absenteeism.

If an employee establishes evidence of addiction, the arbitrator will then go on to assess the rehabilitative potential of the employee and any efforts made or being made towards rehabilitation to determine whether the grievor would be capable of fulfilling the employment obligations if the arbitrator were to decide to reinstate. Arbitrators place a strong emphasis on ***progressive discipline*** when exercising their general remedial power to substantiate a lesser penalty for discharge, and the concept of rehabilitation will be an important factor in any addiction case.

Emphasis is on the employer to show that its actions towards the employee have been just and reasonable. Arbitrators will consider such factors as:

- the nature and event giving rise to the discharge;
- the employee's prior record;
- the employee's years of satisfactory service.

If it is found that a potential for rehabilitation exists, the grievor will likely be reinstated, but often with applicable conditions, such as participation in an employee assistance program or similar substance abuse programs.

Where it is determined that alcoholism or drug abuse is an addiction, it must be treated as an illness and, therefore, something that is not the fault of the employee. The traditional disciplinary responses should not be applied and the appropriate route will be that of counselling and attempts to rehabilitate by offering medical assistance and encouraging the employee to seek outside assistance.

An employer is not required to suffer the consequences of an employee's substance-related conduct or absence from work indefinitely. Therefore, once the conduct or behaviour has reached a point where it can be said to have undermined the employment relationship or caused it to be fundamentally breached, the employer may take action and terminate the employee.

The employer must build its case by progressing through a series of warnings combined with counselling sessions and any other assistance deemed appropriate. All warnings and counselling sessions and offers of assistance should be duly recorded and placed in the employee's file. Attendance records should also be well documented and kept up to date.

Upon termination, where the employee grieves the discharge, the same considerations regarding the rehabilitative potential of the employee will be reviewed by

an arbitrator. If the employer has progressed through the appropriate steps and documented all attempts at rehabilitation over a reasonable period of time, it will have built its case and placed itself in the best possible position to establish there is little, if any rehabilitative potential, the employee is unable to fulfill the employment obligations, and the employer was justified in discharging the employee.

APPENDIX "B"

ABSENTEEISM

CULPABLE ABSENTEEISM

Virtually every arbitrator recognizes a marked distinction between culpable (blameworthy) and non-culpable (innocent) absenteeism.

Culpable absenteeism refers to absences for which the employee is at fault and/or for which the employee cannot provide a reasonable explanation. These would include but not be limited to:

- being absent without permission or leave (AWOL).
- abusing a granted leave of absence (including bereavement leave).
- failing to notify the employer of an absence.
- failing to notify the employer of absence by the stipulated time or in accordance with company policy.
- failing to provide a reasonable or sufficient explanation for the absence (including medical evidence).
- habitual lateness.
- leaving assigned work area prior to the conclusion of the employee's scheduled shift.
- abusing breaks or lunch periods.

- failing to report for accepted overtime shifts.
- where an employee calls in sick but is seen elsewhere or in pursuit of other activities that the employee could not, due to the alleged condition, reasonably be expected to pursue.
- where there is a pattern to the absences, i.e. days off occur conspicuously on either side of weekends or consistently on a specific day of the week, i.e. the day after pay day.

Once it has been determined that the absences are "culpable", arbitrators generally accept that an appropriate response is to deal with the employee in the normal disciplinary manner, applying the principles of progressive discipline and culminating incident.

TERMINATION FOR EXCESSIVE INNOCENT ABSENTEEISM

Arbitrators have typically held that employees are entitled to a written warning that their employment is in jeopardy because of an unsatisfactory attendance record before an employer can properly discharge for excessive innocent absenteeism.

Because an employer may not properly discipline an employee for excessive innocent absenteeism, it is important that any letter of warning not be construed as a disciplinary measure. The warning letter should merely point out the employee's poor attendance record and put the employee on notice that the record is unacceptable. The

letter should then reiterate company rules, the terms of the company's attendance policy or the collective agreement and stipulate the criteria for measuring improvement. The letter should also offer counselling or recommend an appropriate employee assistance program to assist the employee in providing regular attendance.

From a practical point of view, before an employer can discharge an employee for innocent absenteeism, it must be in a position where it can establish:

- that the grievor's attendance is poor, and falls significantly below that of the organization average; and
- that there is no reasonable likelihood of regular attendance in the future.

Only if the employer is able to satisfy both of these tests, will the employer be entitled to discharge an employee.

APPENDIX "C"

RESTRICTIONS ON DISCIPLINE - PITFALLS

1. LACK OF DOCUMENTATION

An essential ingredient when successfully disciplining employees for misconduct or notifying them of poor performance, is proper documentation. The documentation should include a brief description of what occurred, when it occurred, how it was brought to the employee's attention, what steps were taken to ensure that it would not occur again and what the employee was told would be the consequences of any repetition or any failure to improve performance. These documents should be in the employee's file and readily available, whether in the form of written warnings, poor job performance evaluations, etc.

2. CONDONATION

Condonation means that the employer, by its own actions or by its failure to act, is taken to have forgiven the actions of an employee. This may occur where an employee is permitted to continue to work after having committed a serious offence, where an employee is not disciplined promptly for any offence, or where an employee is allowed to remain in the same position, after the employer has become aware of cause for dismissal.

An employer who knowingly accepts a certain standard of performance or misconduct is held to condone such conduct and the employer cannot later rely upon the conduct or performance as cause for discipline or termination. It is therefore important that the employer react to employee misconduct or performance issues and react promptly.

An employer will be allowed a reasonable time to investigate the circumstances of the conduct to consider the appropriate response since it is not possible for an employer to have condoned misconduct about which it is not fully informed.

3. WIPE OUT CLAUSES

As a general rule, arbitrators will not give much weight to minor disciplinary action which is more than one or two years old, on the basis that the discipline is considered to be stale or that the discipline imposed at that time apparently corrected the problem. The arbitrator will expect that the employer will start the disciplinary process over again based on the employee's clean record for a significant period of time. On the other hand, prior incidents of a more serious nature will be taken into account in assessing the appropriate level of discipline, particularly where the prior discipline was for a related offence.

4. COMPANY RULES

Generally, management has the right to direct its workplace as it sees fit. The implementation of company rules is one way in which this objective can be achieved.

Company rules can function as a term of the collective agreement, or can exist outside of the agreement. In many cases, company rules will not form part of the collective agreement. Such rules are a unilateral expression of management's interest in ordering and policing its workforce. However, arbitrators have held that there are limits and criteria which must be applied to such rules. A rule unilaterally introduced by the company, and not subsequently agreed to by the union, must satisfy the following requisites:

(1) It must not be inconsistent with the collective agreement.

(2) It must not be unreasonable.

(3) It must be clear and unequivocal.

(4) It must be brought to the attention of the employee affected before the company can act on it.

(5) The employee concerned must have been notified that a breach of such rule could result in discharge if the rule is used as a foundation for discharge.

(6) Such rules should have been consistently enforced by the company from the time it was introduced.

The criteria indicate that rules cannot be contrary to the collective agreement, their enforcement must be reasonable, and the employees must have notice of such rules.

5. UNION REPRESENTATION REQUIREMENT

Collective agreements often include a requirement that an employee who is about to receive a reprimand, warning or disciplinary measure must be afforded with an opportunity of having a union steward present.

While the requirement of union representation may be characterized as a procedural issue, arbitrators generally treat this requirement as mandatory in nature and accordingly, failure to ensure the presence of a union steward at disciplinary meetings be held to render the discipline ultimately imposed as null and void.

1994 11 10.

TO: The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

FROM: Rick Binns
Superintendent of Human Resources

RE: Restructuring of Caretaking Services

REPORT CLASSIFICATION: Decision

BACKGROUND:

With the retirement of the Manager, Caretaking Services and the Field Supervisor(s), the need to review the present structure became eminent.

A report for restructuring the Plant Department was presented to Personnel and Organization on 1993 09 09 and also to a Special Personnel and Organization and Board on 1993 09 23. As a result of restructuring at Stage II, the Board redeployed existing Secondary School Foremen as Site Leaders and increased their level of responsibility to include 6-9 elementary schools.

A further restructuring of the Plant Department was reported to Personnel and Organization on 1994 06 09 in which caretaking services was re-assigned to Human Resources Services and the remaining Plant Services were re-assigned to Administrative Services. The Board adopted the recommendation that 3 Field Supervisors be reduced through attrition and a newly created position of Trainer was established within Human Resources Services through the redeployment of one position of Field Supervisor.

Understanding the need to continue to reorganize and streamline, it was decided to amalgamate the existing Manager's position and the newly created Trainer's position into one job. A number of duties of the Manager and Field Supervisors have already been assigned to the Site Leaders.

ISSUE:

To share with the Trustees the revised organization of Caretaking Services.

RECOMMENDATION:

1. That the position of Manager, Caretaking Services and the newly created position of Trainer be reconstituted as one position, Manager/Trainer, Caretaking Services, effective 1995 01 01.

RATIONALE:

1. To strengthen lines of accountability and provide an efficient delivery of service.

2. To co-ordinate and plan for effective training within caretaking services.

3. To consolidate leadership and training functions and ensure the utilization of a multi-crafted worker.

4. To provide an annual cost savings to the Board of approximately $54,000.

Education Centre
100 Main Street West
Hamilton, Ontario
1994 11 10

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. *PROBATIONARY STAFF APPOINTMENTS*

(a) That the following teachers be re-appointed to the Probationary Staff, effective as shown, with salary according to the salary schedule:

Virginia Brisbin (S), 1994 11 21 **(Section 27)**
Athanasia Psarakis (E), 1994 12 01 **(Replacement)**

(b) That Marsha Zagorac, Secretary (Secondary School Clerical & Secretarial Staff) be re-appointed to the Probationary Staff, effective 1994 10 24. **(Replacement)**

2. *PERMANENT STAFF APPOINTMENTS*

(a) That Lisa Brown (E) be rehired and appointed to the permanent staff, effective 1994 11 21, with salary according to the salary schedule. **(Section 27)**

3. *PROMOTIONS*

(a) (i) That the following teachers be appointed to the position of Acting Elementary School Principal, effective 1995 01 01, with salary according to schedule:

Richard Bull
Georgina Pain

(ii) That Diane Rawsthorn be appointed to the position of Elementary School Principal, on a temporary basis, effective 1995 01 01 to 1995 06 30, with salary according to the salary schedule.

(iii) That the following teachers be appointed to the position of Acting Elementary School Vice-Principal, effective 1995 01 01, with salary according to the salary schedule:

Victor Lepp
Jane Shipton

(iv) That Joan Browning be appointed to the position of Elementary School Vice-Principal, on a temporary basis, effective 1995 01 01 to 1995 06 30, with salary according to the salary schedule.

4. *INTERNAL APPOINTMENTS* - Nil

5. *TIMETABLE CHANGES*

(a) That the timetable of Denise Hagger (S) be increased from 1/3 to 2/3, effective 1994 10 24 to 1995 01 31, with salary according to schedule. **(Replacement)**

6. *RETIREMENTS*

(a) (i) That the resignation of Ian McNaughton, Elementary School Principal, for the purpose of retirement, effective 1994 12 31, be accepted with regret and the Board's gratuity be paid.

(ii) That the resignation of Marvan Robertson (S), Alternative Education Program Leader, for the purpose of retirement, effective 1994 12 31, be accepted with regret and the Board's gratuity be paid.

(iii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid:

Joan B. Heels (E), 1994 12 31
Alexander Macfarlane (S), 1995 01 31
J. Craig Webb (E), 1995 02 28

(b) That the resignations of the following staff, for the purpose of retirement, effective as shown, be accepted with regret and the Board's gratuity be paid.

Delora Johnson (Educational Assistant, Educational and Lunchroom Assistant Staff), 1995 06 30
Lorraine Marsh (Secretary, Clerical and Technical Staff), 1994 12 15

7. *LEAVING EMPLOYMENT*

(a) That the date for the following staff to leave the employ of the Board be approved:

Theresa Thornton (Attendance Secretary, Secondary School Clerical & Secretarial Staff), 1994 10 21

8. *LEAVES*

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted

Sabine Atkins (E), 1994 11 21 to 1995 05 26
Donna Calder (E), 1995 01 01 to 1995 08 31
Jane Fletcher (E), 1995 01 04 to 1995 07 12
Cynthia Grau (E), 1994 11 28 to 1995 06 02
Jacqueline Johnson (E), 1995 01 02 to 1995 08 31
Christine McKinty (S), 1995 03 20 to 1995 08 31
S. Elaine Pilgrim-Susi (E), 1995 01 04 to 1995 05 03

(b) That the requests of the following staff for Leaves of Absence, effective as shown, be granted:

Ingrid Maraj (School Social Worker, Professional Student Services Personnel), 1994 09 01 to 1995 08 31
Carol Mulvey (Secretary, Secondary School Clerical & Secretarial Staff), 1994 12 12 to 1995 06 16

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at previous meetings be changed as shown:

Anita Dunn (E), 1994 06 30 to 1995 01 20
Sandra Easterbrook-Barna (E), 1994 09 29 to 1995 03 17
Paula Friend (E), 1994 09 12 to 1995 03 10

(b) That the effective dates of the Leave of Absence granted to Marlene Winsor, Secretary (Clerical and Technical Staff) at a previous meeting be changed to 1994 09 09 to 1995 03 17.

Leave of Absence - "Four Over Five"

(a) That the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five") according to the Collective Agreements, effective as shown, be granted:

Penny Gumbert (E), [1997-98 school year], 1997 09 01
Marucia Montgomery (E), [1998-99 school year], 1998 09 01
Roger T. Snowling (S), [Sem. 2 only, 1996-97 school year], 1997 02 01
Karen Tsuji (S), [Sem. 2 only, 1996-97 school year], 1997 02 01

*9. **OTHERS*** - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

URBAN/MUNICIPAL
CA4 ON HBL W26
A36
1994

d of Education for the City of Hamilton
il de l'éducation de la ville de Hamilton

100 Main Street West
Hamilton, Ontario
Telephone (905) 527-5092
Fax (905) 521-2539

100, rue Main Ouest
Hamilton (Ontario)
Téléphone (905) 527-5092
Fac-similé (905) 521-2539

Director of Education & Secretary

Directeur de l'éducation et secrétaire

1994 11 07

URBAN MUNICIPAL

NOV 14 1994

GOVERNMENT DOCUMENTS

TO THE CHAIRMAN AND MEMBERS
PERSONNEL & ORGANIZATION COMMITTEE
(Trustees Hicks, Darby, Johnston, Mulholland, Orban, Paquin and Allen.)

Ladies and Gentlemen:

Further to the note in the Agenda package for the Personnel and Organization Committee meeting scheduled for 1994 11 10, attached is the Report on the *"Elementary and Secondary School Administration Changes - January, 1995"*.

Members are asked to bring this report with their Agenda package to the meeting.

Yours truly,

Don Goodridge

D. W. Goodridge
Director of Education
and Secretary

rm

Mailing Address
P.O. Box 2558
Hamilton, Ontario
L8N 3L1

Adresse postale
C.P. 2558
Hamilton (Ontario)
L8N 3L1

1994 11 10

TO: The Chairman and Trustees
Personnel and Organization Committee

FROM: Richard W. Binns
Superintendent of Human Resources

RE: **Elementary and Secondary School Administration Changes - January 1995**

Background

Retirements and a Leave of Absence have made it necessary to make Elementary School Principal and Vice-Principal appointments and Secondary School Vice-Principal changes, effective January 1, 1995.

Recommendation

That this report be received for information.

Elementary School Administration Changes - January 1995

Elementary School	Present Principal	Present Vice-Principal	January 1995 Principal	January 1995 Vice-Principal
Adelaide Hoodless	Kenneth Drake	Georgina Pain	Kenneth Drake	***Jane Shipton***
Lawfield	Diane Cole	Diane Rawsthorn	***Diane Rawsthorn***	***Victor Lepp***
Lincoln Alexander	Ian McNaughton		***Phillip Morgan***	
R. A. Riddell	Donna Calder	Kathryn Brink	***Georgina Pain***	Kathryn Brink
Seneca	Phillip Morgan		***Richard Bull***	
W. H. Ballard	Jack Diverty	Richard Bull	Jack Diverty	***Joan Browning***

Secondary School Administration Changes - January 1995

Secondary School	Present Principal	Present Vice-Principal(s)	January 1995 Principal	January 1995 Vice-Principal
Briarwood	Robert Leedale			***William Ferris***
Parkview	Dave McIsaac	William Ferris	Dave McIsaac	***Liz Shuttleworth (Feb. 1/95)***
Sir Winston Churchill	Paul Gordon	Jack Baxter Liz Shuttleworth	Paul Gordon	Jack Baxter

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URBAN MUNICIPAL
DEC 15 1994
GOVERNMENT DOCUMENTS

AGENDA

PERSONNEL AND ORGANIZATION COMMITTEE

1994 12 08

Confirmation of the minutes of the regular meeting of 1994 10 13.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

1. Presentation from Avebury Research and Consulting Ltd. on the Employment Equity Act 1993 (Bill 79)

2. Employment Equity Act 1993 (Bill 79) – requested by Trustee Korz

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 1 to 2**

2. Staffing Report **Page 3**

3. Report on Supply Teachers **Pages 4 to 5**

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources **Pages 6 to 8**

2. Report on Elementary and Secondary Enrolment and Class Size **Pages 9 to 26**

8. LEAVES

Return from Leave of Absence

(a) That the following staff be returned from their Leaves of Absence, effective as shown:

Terri-Lyn Cousins (Safety Clerk, Clerical and Technical Staff), 1995 01 02
Kelley Duckworth (Accounts Payable Clerk, Clerical and Technical Staff), 1994 10 11

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

STAFFING REPORT - FULL TIME EQUIVALENT POSITIONS

	DECEMBER 31st ACTUAL						1994 ACTUALS												1994
	1988	1989	1990	1991	1992	1993	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	BUDGET
Admin & Support Staff	470.64	492.54	493.54	486.71	452.66	449.66	449.66	449.16	449.16	449.16	449.16	449.16	447.36	447.36	440.36	438.46	437.46		434.86
Co-ordinators/Consultants	75.67	75.67	74.67	65.67	60.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	59.00	47.00	46.00	46.00		46.00
Teachers - Elementary	1,499.45	1,593.15	1,629.35	1,660.75	1,657.60	1,637.75	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,639.95	1,577.65	1,577.65	1,577.65		1,569.95
Secondary - Composite	757.50	795.00	841.00	850.67	861.33	839.67	839.67	843.67	843.67	843.67	843.67	843.67	843.67	843.67	802.33	802.67	802.67		781.67
- Vocational	160.07	146.00	116.67	107.67	100.67	87.00	87.00	86.00	86.00	86.00	86.00	86.00	86.00	86.00	70.00	70.00	70.00		84.00
- Vanier	33.00	34.00	33.50	34.00	35.00	36.00	36.00	38.00	38.00	38.00	38.00	38.00	38.00	38.00	37.00	37.00	37.00		37.00
Elementary TR	26.00	24.00	20.00	16.00	14.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	9.00	9.00	9.00		13.00
Secondary TR	8.00	7.00	9.67	14.67	15.33	12.67	12.67	13.33	13.33	13.33	13.33	13.33	13.33	13.33	13.00	13.00	13.00		13.33
Lunchroom - Elementary	102.90	115.10	112.30	118.50	82.86	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	85.25	64.86	64.86	65.32		85.25
- Secondary	7.00	7.00	7.00	7.00	7.36	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	7.64	4.50	4.50	4.50		7.64
- Vocational	3.10	2.60	2.14	2.00	2.00	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.71	1.07	1.07	1.07		1.71
Bus Supervisors	14.40	16.50	17.68	16.71	15.86	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	17.14	16.86	16.86	16.86		17.14
Educational Assistants	172.00	216.50	221.50	223.50	250.50	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.17	232.67	232.67	232.67		231.17
Lunchroom Assistants	6.00	6.43	6.56	6.56	7.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	4.12	2.70	2.70	2.70		4.12
Ctkrs/Maint/Whs/Asbestos	217.00	218.00	220.00	219.00	214.00	213.00	213.00	213.00	213.00	213.00	213.00	213.00	211.00	211.00	210.00	210.00	210.00		209.00
Cleaners/Cooks	340.00	347.00	351.00	360.00	347.00	313.00	313.00	311.00	310.00	310.00	310.00	310.00	307.00	307.00	306.00	304.00	304.00		309.00
Recoverable-Tchrs/Other	34.92	33.92	41.25	41.75	41.05	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	37.55	36.15	36.15	38.15		34.55
- Consultants	0.33	0.33	0.33	0.33															
- Clerical			0.50																
- Educ Assist	1.00	1.00				4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33	4.33		4.33
- Admin							0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50		0.50
Full Time Equiv. Positions	3,928.98	4,131.74	4,198.66	4,231.49	4,164.34	4,050.66	4,053.36	4,056.52	4,055.52	4,055.52	4,055.52	4,055.52	4,048.72	4,048.72	3,875.98	3,871.42	3,872.88		3,884.22
Number Of Employees			4,805	4861	4,829	4,706	4,706	4,706	4,705	4,705	4,705	4,705	4,698	4,698	4,448	4,444	4,448		4,540
Lunchroom Enrolment	14,000 est	15,000 est	15,571	16,618	17,432	18,003	18,003	18,003	18,003	18,003	18,003	18,003			18,707	18,707	18,707		18,000
Enrolment - Elementary	*25,007	*25,474	*25,811	*26,111	*26,387	*26,685	26,737	26,704	26,682	26,618	26,590	26,561			*27,084	27,098	27,106		**26,905
- Sec Composite	*12,213	*12,354	*12,707	*12,328	*13,001	*11.529	11,688	11,660	11,469	11,113	10,911	10,827			*12,158	11,812	11,527		**12,647
- Sec Vocational	*1,598	*1,453	*1,189	*950	*1,037	*771	755	797	748	705	678	544			*736	688	666		**915
- Sec Vanier	*407	*400	*399	*382	*465	*464	468	469	465	462	454	454			*480	475	468		**489
- T. R.	*210	*193	*178	*160	*167	*164	161	161	161	161	161	165			*157	157	157		**160
- TOTAL	*39,435	*39,874	*40,284	*39,931	*41,057	*39,613	39,809	39,791	39,525	39,059	38,794	38,551			*40,615	40,230	39,924		**41,116

*September 30th Enrolments

**September 30th Enrolment Estimates

Prepared by Human Resources December 1, 1994

SECONDARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	20.0	19.0	264.5	3.0		15.0	3.5	2.0	13.5	301.5	243.0	44,537	57,582	102,119
FEBRUARY	20.0	34.0	287.5	7.0	13.5	58.0		0.5	32.0	398.5	473.0	40,724	26,044	66,768
MARCH	14.0	30.5	224.0	4.0	4.0	23.5	1.0	16.0	22.0	294.5	477.5	38,232	35,718	73,950
APRIL	18.0	36.5	295.0	14.0	7.0	17.5		5.5	40.0	379.0	495.5	54,475	35,183	89,658
MAY	21.0	134.0	436.0	41.5	26.0	29.5		1.0	40.0	574.0	479.0	58,648	72,621	131,269
JUNE	19.0	181.5	284.0	6.5	2.0	8.0		5.5	11.0	317.0	303.5	42,973	65,139	108,112
JULY														
AUGUST														
SEPTEMBER	18.0	22.0	169.0	21.0	4.5	16.5		0.5	8.0	219.5	345.0	25,972	27,609	53,581
OCTOBER	20.0	34.5	312.0	22.5	14.5	6.0		5.5	1.5	362.0	425.0	57,421	25,382	82,803
NOVEMBER														
DECEMBER														
TOTALS		492.0	2272.0	119.5	71.5	174.0	4.5	36.5	168.0	2846.0	3241.5	362,982	345,278	708,260
% Of Total			79.8	4.2	2.5	6.1	0.2	1.3	5.9					

ELEMENTARY

MONTH	Teaching Days	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense
JANUARY	21.0	9.0	1371.5	7.5	3.5	27.5	47.5	2.0	44.0	1503.5	1704.0	173,820	100,805	274,626
FEBRUARY	20.0	25.0	1446.0	6.0	9.5	32.5	56.0	2.5	89.5	1642.0	1615.0	190,506	79,645	270,151
MARCH	14.5	19.0	785.5	7.0	7.0	23.0	55.0	11.0	48.5	937.0	1279.0	105,286	86,754	192,040
APRIL	19.0	49.5	1469.0	3.0	24.0	43.0	101.0	1.5	82.0	1723.5	1699.5	223,209	60,210	283,419
MAY	20.0	97.0	1326.5	14.5	21.5	42.5	58.0	5.5	106.5	1575.0	1445.0	100,076	242,197	342,273
JUNE	20.0	240.5	1009.0	50.0	5.5	30.0	47.0	5.0	43.0	1189.5	1414.0	144,722	178,988	323,710
JULY														
AUGUST														
SEPTEMBER	18.0	25.0	566.0	7.0	2.5	18.5	39.0	6.0	46.5	685.5	988.0	85,689	32,104	117,793
OCTOBER	20.0	55.5	1113.0	10.0	8.0	17.5	52.0	7.5	55.5	1263.5	1263.5	167,876	91,019	258,895
NOVEMBER														
DECEMBER														
TOTALS		520.5	9086.5	105.0	81.5	234.5	455.5	41.0	515.5	10519.5	11408.0	1,191,184	871,722	2,062,907
% Of Total			86.4	1.0	0.8	2.2	4.3	0.4	4.9					

REPORT OF SUPPLY TEACHER USAGE - OCTOBER 31, 1994

SECONDARY & ELEMENTARY															
MONTH	Personal Leave Days/ Contract	Personal Reasons /Illness	Field Work /Co-Instr Activities	Conf. /Seminar /Meeting Outside System	Planning /Curriculm /In-Service /Meeting Inside System	In School Meeting	Federation Matters	Other	1994 Total Days	1993 Total Days	$ Expense	Long Term Occasional	Total Expense	1994 % Spent
JANUARY	28.0	1636.0	10.5	3.5	42.5	51.0	4.0	57.5	1805.0	1947.0	218,357	158,387	376,745	
FEBRUARY	59.0	1733.5	13.0	23.0	90.5	56.0	3.0	121.5	2040.5	2088.0	231,230	105,689	336,919	
MARCH	49.5	1009.5	11.0	11.0	46.5	56.0	27.0	70.5	1231.5	1756.5	143,518	122,472	265,990	
APRIL	86.0	1764.0	17.0	31.0	60.5	101.0	7.0	122.0	2102.5	2195.0	277,684	95,393	373,077	
MAY	231.0	1762.5	56.0	47.5	72.0	58.0	6.5	146.5	2149.0	1924.0	158,724	314,818	473,542	
JUNE	422.0	1293.0	56.5	7.5	38.0	47.0	10.5	54.0	1506.5	1717.5	187,695	244,127	431,822	
JULY														
AUGUST														
SEPTEMBER	47.0	735.0	28.0	7.0	35.0		6.5	54.5	905.0	1333.0	111,661	59,713	171,374	
OCTOBER	90.0	1425.0	32.5	22.5	23.5		13.0	57.0	1625.5	1688.5	225,297	116,401	341,698	
NOVEMBER														
DECEMBER														
TOTALS	1012.5	11358.5	224.5	153.0	408.5	460.0	77.5	683.5	13365.5	14649.5	1,554,166	1,217,000	2,771,167	92.4
% Of Total		85.6	1.7	1.2	3.1	2.8	0.6	5.1						

1994 BUDGET
$3,000,000

Education Centre
100 Main Street West
Hamilton, Ontario
1994 12 08

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

1. PROBATIONARY STAFF APPOINTMENTS - Nil

2. PERMANENT STAFF APPOINTMENTS

(a) That the following teachers be transferred to the Permanent Staff, effective as shown, with salary according to the salary schedule:

Robert Bukvic (S), 1995 01 29
Sharon Crechiola (E), 1995 01 01
Jeannine Falasca (S), 1995 01 29
Richard Gallo (S), 1995 01 01
Maria Persichini (S), 1995 01 29
Mark Spera (S), 1995 01 29
Kathryn Tuite (E), 1995 01 01

(b) That Aditi Raha be appointed to the Permanent Staff, Educational Assistant (.5), (Educational and Lunchroom Assistant Staff), effective 1994 09 06, with salary according to the salary schedule.
Replacement

3. PROMOTIONS

(a) That Elizabeth Eickmeier (S) be appointed to the position of Acting Alternative School Program Leader - Phoenix, effective 1995 01 01, with salary according to the salary schedule.
Replacement

4. INTERNAL APPOINTMENTS

(a) That the appointment of the following staff to the positions stated, be extended effective 1994 09 01 to 1995 06 30, with salary according to the salary schedule:

Lillian Somerville (E), Program Consultant
Linda Walker (S) Program Consultant

5. TIMETABLE CHANGES - Nil

6. RETIREMENTS

(a) (i) That the resignation of James Stewart, Elementary School Principal, for the purpose of retirement, effective 1995 06 30, be accepted with regret and that the Board's gratuity be paid.

(ii) That the resignations of the following teachers, for the purpose of retirement, effective as shown, be accepted with regret and that the Board's gratuity be paid:

Pierre N. Garon (S), 1994 12 31
John Luby (S), 1994 12 31
Heather Van Fleet (S), 1995 01 31

(b) That the effective date of the resignation for the purpose of retirement for Lorraine Marsh, Secretary (Clerical and Technical Staff), approved at a previous meeting be changed to 1994 12 31.

7. LEAVING EMPLOYMENT - Nil

8. LEAVES

Leave of Absence

(a) That the requests of the following teachers for Leaves of Absence, effective as shown, be granted:

Sandra Bowman (S), 1995 02 01 to 1995 08 31
Audrey Hensen (E), 1995 01 02 to 1995 04 28
Sylvia Holinaty (S), 1995 02 01 to 1995 08 31
Sandra Law (E), 1995 01 01 to 1995 12 31
Patti McMaster (E), 1994 12 26 to 1995 08 31
Michele Miles (E), 1995 01 04 to 1995 08 31
Katherine Peake (E), 1994 10 25
Mary Rishaur (E), 1994 11 21
Sherry Romaniw (E), 1995 01 26 to 1995 08 31
Maria Rosati (E), 1995 01 02 to 1995 08 31
Sharon Turner (E), 1994 12 01 to 1995 08 31
Michelle Visca (S), 1995 01 04 to 1995 08 31
John Weare (E), 1995 01 01 to 1995 08 31

Leave of Absence - Date Change

(a) That the effective dates of the Leaves of Absence granted to the following teachers at a previous meeting be changed as shown:

Terri-Ann Crewson (E), 1994 09 08 to 1995 01 03
Beth Fitzgerald (E), 1994 11 11 to 1995 03 03

Return from Leave of Absence

(a) That the following teachers be returned from their Leaves of Absence, effective as shown:

Lisa Bingleman (E), 1995 01 04
Adele Blais (E), 1995 01 04
Terri-Ann Crewson (E), 1995 01 04
Laurie Firlit (E), 1994 12 19
Manon Flis (E), 1995 01 04
Joanne Restivo (S), 1994 12 19
Donna Talbot (E), 1995 01 04 (.5)

(b) That the following staff be returned from their Leaves of Absence, effective as shown:

Elizabeth Belisario (Speech/Language Pathologist, Professional Student Services Personnel), 1994 10 31
Wendy Lauzon (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 12 05
Cindy Wolf (Educational Assistant, Educational and Lunchroom Assistant Staff), 1994 10 11

9. OTHERS - Nil

Respectfully submitted,

Richard W. Binns
Superintendent of Human Resources

/dk

1994 12 08

TO: **The Chairman and Members**
Personnel and Organization Committee

FROM: **R. Binns, Superintendent of Human Resources**
P. Gillie, Superintendent - Administrative and Operational Services

RE: **Report of Elementary and Secondary Enrolment and Class Size**

REPORT: **Information**

BACKGROUND:

1. Each month the staffing report details full time equivalent staff count and student enrolment.
2. Once a year a summary of class size is presented.
3. This Report summarizes Elementary and Secondary Enrolments and Class Sizes based on September 30, 1994 Figures.

CLASS SIZE

- The size of Elementary Classes are a result of school organizations and Average Class Size Clauses in the Elementary Collective Agreement (Article 20) . Secondary Class Sizes are a result of course selections made by students and the Pupil Teacher Ratio and Protocol for Staff Allocation in the Secondary Collective Agreement. (Article 25).

- Secondary Pupil Teacher Ratios as of September 30, 1994 are Composite - 15.2 , and Vocational 10.5 .

- The overall average class sizes in our System for the 1994 - 1995 School Year are as outlined in the table:

ELEMENTARY	ACS	SECONDARY	ACS
Junior Kindergarten	19.6	Composite	22.7
Senior Kindergarten	21.8	Vocational	16.5
Primary	23.71	G. P. Vanier	21.9
Junior	26.43		
Intermediate	27.23		

- In our French Immersion Secondary Program we have 444 students enrolled. The school enrolment breakdown is Westdale 349 and Sherwood 95.

SCHOOL	GRADE 9	GRADE 10	GRADE 11	GRADE 12	OAC
WESTDALE	91	92	50	46	70
SHERWOOD	35	37	23		

ISSUE:

To report for information Elementary and Secondary Enrolment and Class Size.

RECOMMENDATION

The Report of Enrolments and Average Class Sizes be received for information.

ATTACHMENTS :

Appendix One	September 30 , 1994 Enrolment Summary Reconciled to Ministry School Reports
Appendix Two	Elementary Average Class Size Enrolment Summaries
Appendix Three	Elementary Average Class Size Historical Chart
Appendix Four	Elementary Split Grade Classes
Appendix Five	Elementary Class Size Distribution
Appendix Six	Secondary Composite and Vocational Average Class Sizes and Distribution

Prepared by: Research Services ,Computer Services, Staffing Services
Submitted by: R. Binns, P. Gillie
Approved by: Senior Management

RESEARCH SERVICES

APPENDIX ONE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

ENROLMENT SUMMARY

SEPTEMBER 30, 1994

LOWER CITY	REG	TR	Total	MOUNTAIN	REG	TR	Total	TOTAL CITY
Elementary Schools				*Elementary Schools*				
A.C.E.S.	27	0	27	Buchanan Park	239	0	239	
A.M. Cunningham	340		340	Burkholder Drive	370		370	
Adelaide Hoodless	486		486	Cardinal Heights	432		432	
Allenby	124		124	C.B. Stirling	539		539	
Bennetto	307		307	Chedoke	496		496	
Centennial	511	5	516	Eastmount Park	282		282	
Central	149		149	Fernwood Park	238		238	
Dalewood	355		355	Franklin Road	349		349	
Dr. J. Edgar Davey	287		287	G.L. Armstrong	643		643	
Earl Kitchener	484		484	Gordon Price	403		403	
Elizabeth Bagshaw	357		357	Hampton Heights	334		334	
Fairfield	242		242	Helen Detwiler	557		557	
G.R. Allan	514		514	Highview	298	6	304	
Gibson	259		259	Holbrook	233		233	
Glen Brae	280		280	Huntington Park	354	11	365	
Glen Echo	248		248	James MacDonald	249		249	
Hess Street	402		402	Lawfield	376		376	
Hillcrest	323		323	Lincoln Alexander	371		371	
Hillsdale	258		258	Linden Park	219		219	
King George	240		240	Lisgar	305	6	311	
Lake Avenue	624		624	Mountview	308		308	
Lloyd George	238		238	Norwood Park	447		447	
Memorial	662		662	Pauline Johnson	399		399	
Parkdale	231		231	Peace Memorial	303		303	
Prince of Wales	576		576	Queensdale	259		259	
Prince Philip	264		264	R.A. Riddell	644		644	
Queen Mary	578		578	Richard Beasley	312		312	
Queen Victoria	225		225	Ridgemount	319		319	
Red Hill	253		253	Ryckman's Corners	127		127	
Robert Land	278		278	Seneca	214	20	234	
Rosedale	240		240	Sherwood Heights	312		312	
Roxborough Park	355		355	Thornbrae	423		423	
Ryerson	406		406	Vern Ames	320		320	
Sanford Avenue	376		376	Westview	347		347	
Sir Isaac Brock	292		292	Westwood	404		404	
Sir Wilfrid Laurier	600		600					
Stinson Street	315		315					
Strathcona	212		212					
Tweedsmuir	312		312					
Viscount Montgomery	368	13	381					
W.H. Ballard	763		763					
Woodward	291		291					
TOTAL	14652	18	14670	TOTAL	12425	43	12468	27138
Secondary Schools				*Secondary Schools*				
Delta	1016		1016	Barton	1282		1282	
Glendale	1057		1057	Hill Park	1157	27	1184	
Scott Park	1002		1002	Sherwood	1128	15	1143	
Sir John A. Macdonald	1300		1300	Sir Allan MacNab	1121		1121	
Sir Winston Churchill	889	31	920	Westmount	873		873	
Westdale	1339	22	1361	Mountain Annex/Sec	344		344	
Parkview	394		394					
TOTAL	6997	53	7050	TOTAL	5905	42	5947	12997
FLS Georges P. Vanier	480		480					480
1994 GRAND TTL	21649	**71**	**22200**		18330	**85**	**18415**	**40615**
1993 GRAND TTL			22489				18385	40874

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RESEARCH SERVICES

APPENDIX ONE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

ELEMENTARY SCHOOL ENROLMENTS - LOWER CITY: SEPTEMBER 30, 1994

	JK	KGN	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	GLD	SP ED	GFTD	TOTAL
A.C.E.S.									7	20				27
A.M. Cunningham	43	38	44	52	50	58	47					8		340
Adelaide Hoodless	28	60	45	50	51	50	40	53	50	59				486
Allenby	16	21	25	22	8	13	11				8			124
Bennetto								99	107	75		26		307
Centennial	72	70	87	69	71	63	69					10		511
Central	20	27	26	20	21	15	20							149
Dalewood								106	87	74		16	72	355
Dr. J. E. Davey	41	63	37	41	30	29	34				12			287
Earl Kitchener	49	83	82	71	64	65	64					6		484
Elizabeth Bagshaw								108	110	96	18	25		357
Fairfield	30	35	35	29	37	33	25					18		242
G.R. Allan	44	76	73	70	80	80	72						19	514
Gibson	39	48	45	24	36	28	20					19		259
Glen Brae								91	89	92		8		280
Glen Echo	19	39	37	34	34	36	44					5		248
Hess Street	63	55	55	56	35	48	43	38				9		402
Hillcrest								92	92	90		49		323
Hillsdale	37	42	27	30	40	37	37					8		258
King George	34	28	22	43	25	33	25	22				8		240
Lake Avenue	59	65	74	60	55	47	62	58	68	58	10	8		624
Lloyd George	43	38	35	33	31	20	23					15		238
Memorial	62	51	60	58	71	65	49	79	83	68		16		662
Parkdale	37	41	32	31	32	26	24					8		231
Prince of Wales	44	48	41	51	36	42	36	68	92	72	30	16		576
Prince Philip	37	41	34	30	35	35	33					16	3	264
Queen Mary	50	66	58	54	52	47	36	65	55	48	32	15		578
Queen Victoria	29	46	29	22	30	10	25				9	7	18	225
Red Hill	41	35	31	32	41	33	32					8		253
Robert Land	44	34	40	40	32	33	37					18		278
Rosedale	40	48	36	32	37	33	14							240
Roxborough Park	43	58	70	46	53	51	34							355
Ryerson								92	159	144		11		406
Sanford Avenue	42	67	61	38	54	48	47				15	4		376
Sir Isaac Brock	36	49	41	41	42	35	40					8		292
Sir Wilfrid Laurier	79	84	84	86	84	77	62					44		600
Stinson Street	40	67	53	44	35	40	28					8		315
Strathcona	22	27	28	31	29	14	28	25				8		212
Tweedsmuir								100	106	75	16	15		312
Viscount Montgom.	22	22	23	29	29	23	38	65	47	62		8		368
W.H. Ballard	56	74	55	55	54	51	60	106	92	95		23	42	763
Woodward	38	44	44	44	39	45	34					3		291
Total Lower City	1399	1690	1569	1468	1453	1363	1293	1267	1244	1128	150	474	154	14652
Total Mountain	1128	1267	1275	1221	1233	1216	1185	1143	1104	1071	50	416	116	12425
1994 CITY TOTAL	**2527**	**2957**	**2844**	**2689**	**2686**	**2579**	**2478**	**2410**	**2348**	**2199**	**200**	**890**	**270**	**27077**
1993 CITY TOTAL	2500	2794	2808	2807	2722	2520	2454	2360	2303	2121	190	875	265	26719
Change	27	163	36	-118	-36	59	24	50	45	78	10	15	5	358

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RESEARCH SERVICES

APPENDIX ONE

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

ELEMENTARY SCHOOL ENROLMENTS - MOUNTAIN: SEPTEMBER 30, 1994

	JK	KGN	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	GLD	SP ED	GFTD	TOTAL
Buchanan Park	29	40	40	23	42	33	23				9			239
Burkholder Drive								122	109	106		33		370
Cardinal Heights								134	153	129		16		432
C.B. Stirling	43	45	61	54	46	57	53	66	53	37		24		539
Chedoke								172	143	160		21		496
Eastmount Park	44	45	36	30	31	32	37					27		282
Fernwood Park	33	37	32	31	29	26	28						22	238
Franklin Road	36	40	58	48	44	51	54					18		349
G.L. Armstrong	43	46	41	49	43	31	31	102	110	110		37		643
Gordon Price	55	63	64	52	58	58	47					6		403
Hampton Heights								104	90	86	16	9	29	334
Helen Detwiler	85	77	98	74	85	70	57					11		557
Highview								92	96	86		24		298
Holbrook	28	34	21	33	38	43	24					12		233
Huntington Park	44	50	41	47	63	50	51					8		354
James MacDonald	34	31	37	33	33	38	27					16		249
Lawfield								115	117	127		17		376
Linc. Alexander	35	57	52	47	52	66	62							371
Linden Park	38	26	39	34	15	30	24				13			219
Lisgar	40	39	40	48	40	46	46					6		305
Mountview	44	52	47	36	36	41	47					5		308
Norwood Park		53	41	40	47	40	51	59	57	59				447
Pauline Johnson	57	61	44	56	59	51	55					16		399
Peace Memorial	42	47	42	49	42	29	44					8		303
Queensdale	32	43	25	41	35	35	32					16		259
R.A. Riddell	39	50	49	53	58	66	64	84	74	88	12	7		644
Richard Beasley	44	47	41	40	38	44	47					11		312
Ridgemount	41	38	49	48	55	39	43					6		319
Ryckman's Cor.	19	17	17	18	17	14	17					8		127
Seneca	28	35	22	37	27	25	30					10		214
Sherwood Hts.	49	54	59	40	32	34	34					10		312
Thornbrae	62	47	63	65	66	65	50					5		423
Vern Ames	40	44	47	51	46	40	52							320
Westview								93	102	83		20	49	347
Westwood	44	49	69	44	56	62	55					9	16	404
Total Mountain	1128	1267	1275	1221	1233	1216	1185	1143	1104	1071	50	416	116	12425
Total Lower City	1399	1690	1569	1468	1453	1363	1293	1267	1244	1128	150	474	154	14652
TOTAL CITY	**2527**	**2957**	**2844**	**2689**	**2686**	**2579**	**2478**	**2410**	**2348**	**2199**	**200**	**890**	**270**	27077

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SECONDARY COMPOSITE SCHOOL ENROLMENTS: SEPTEMBER 30, 1994

	GRADE 9			NAME	GRADE 10			NAME	GRADE 11			NAME	GRADE 12			NAME	GRADE 13/OAC			NAME	TOTAL			NAME	FL TM
	FL TM	2C	1C	COUNT	FL TM	2C	1C	COUNT	FL TM	2C	1C	COUNT	FL TM	2C	1C	COUNT	FL TM	2C	1C	COUNT	FL TM	2C	1C	COUNT	EQLVNT
LOWER City																									
Delta	268	4	0	272	218	3	0	221	230	1	0	231	240	12	0	252	34	6	0	40	990	26	0	1016	1003
Glendale	309	1	0	310	210	1	0	211	216	0	0	216	233	7	1	241	69	10	0	79	1037	19	1	1057	1046.75
Scott Park	286	1	0	287	199	2	1	202	221	2	0	223	229	15	1	245	40	4	1	45	975	24	3	1002	987.75
SJAM	335	1	0	336	229	2	0	231	308	11	2	321	286	20	0	306	95	11	0	106	1253	45	2	1300	1276
SWC	249	0	0	249	169	1	0	170	198	4	0	202	219	10	0	229	33	6	0	39	868	21	0	889	878.5
Westdale	320	2	0	322	307	0	0	307	253	12	7	272	279	13	1	293	137	8	0	145	1296	35	8	1339	1315.5
TOTAL L.C.	1767	9	0	1776	1332	9	1	1342	1426	30	9	1465	1486	77	3	1566	408	45	1	454	6419	170	14	6603	6507.5
MOUNTAIN																									
Barton	344	2	0	346	236	1	0	237	262	8	0	270	285	25	2	312	94	23	0	117	1221	59	2	1282	1251
Hill Park	242	0	0	242	284	1	1	286	246	1	0	247	292	11	0	303	71	8	0	79	1135	21	1	1157	1145.75
Sherwood	350	1	0	351	263	0	0	263	199	0	0	199	235	19	0	254	55	6	0	61	1102	26	0	1128	1115
SAM	229	0	0	229	220	0	0	220	254	2	0	256	285	19	0	304	83	29	0	112	1071	50	0	1121	1096
Westmount	296	2	0	298	193	0	0	193	157	1	0	158	146	19	1	166	49	9	0	58	841	31	1	873	856.75
TOTAL Mtn.	1461	5	0	1466	1196	2	1	1199	1118	12	0	1130	1243	93	3	1339	352	75	0	427	5370	187	4	5561	5464.5
Total Eng.	3228	14	0	3242	2528	11	2	2541	2544	42	9	2595	2729	170	6	2905	760	120	1	881	11789	357	18	12164	11972
G.P.Vanier	125	0	0	125	99	0	0	99	120	1	0	121	92	12	1	105	23	6	1	30	459	19	2	480	469
CITY 1994	**3353**	**14**	**0**	**3367**	**2627**	**11**	**2**	**2640**	**2664**	**43**	**9**	**2716**	**2821**	**182**	**7**	**3010**	**783**	**126**	**2**	**911**	**12248**	**376**	**20**	**12644**	**12441**
CITY 1993	3338	16	2	3356	2649	21	1	2671	2662	133	40	2835	2725	237	16	2978	1049	185	5	1239	12423	592	64	13079	12735
Change				11				-31				-119				32				-328				-435	-294

Prepared on 1994 Oct 21:sme

NOTE: FL TM = Full Time
2C = Two Credits
1C = One Credit

APPENDIX ONE

RESEARCH SERVICES

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON

SECONDARY VOCATIONAL SCHOOL ENROLMENTS: SEPTEMBER 30, 1994

	GR 9	GR 10	GR 11	GR 12	GR 13	TOTAL
Mountain Annex	62	33	39	18	0	152
Mountain Secondary	61	35	39	57	0	192
Parkview	159	85	63	87	0	394
TOTAL CITY 1994	**282**	**153**	**141**	**162**	**0**	**738**
TOTAL CITY 1993	365	203	165	177		910
Change	-83	-50	-24	-15	0	-172

SECONDARY COMPOSITE & VOCATIONAL TOTALS (including GEORGES P. VANIER)

TOTAL COMPOSITE	3367	2640	2716	3010	911	12644
TOTAL VOCATIONAL	282	153	141	162	0	738
GRAND TOTAL 1994	**3649**	**2793**	**2857**	**3172**	**911**	**13382**
GRAND TOTAL 1993	3721	2874	3000	3155	1239	13989
Change	-72	-81	-143	17	-328	-607

ENROLMENTS IN THE TRAINABLE RETARDED PROGRAM: SEPTEMBER 30, 1994

SECONDARY Satellite Program	
Hill Park	27
Sherwood	15
Sir Winston Churchill	31
Westdale	22
TOTAL	**95**

ELEMENTARY Satellite Program	
Centennial	5
Highview	6
Huntington Park	11
Lisgar	6
Seneca	20
Viscount Montgomery	13
TOTAL	**61**

TRAINABLE RETARDED TOTALS (Elementary & Secondary)

GRAND TOTAL 1994	**156**
GRAND TOTAL 1993	166
Change	-10

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Enrolments by Grade as of September 30th

	Grade 9				Grade 10				Grade 11				Grade 12				OAC				T.R.			
	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91	93-94	92-93	91-92	90-91
Barton	304	324	335	322	268	264	236	256	268	280	323	306	341	342	291	256	140	131	120	80				
Delta	312	330	347	342	254	251	238	200	256	269	215	214	247	244	208	198	54	56	57	51				
Glendale	266	232	285	270	212	222	204	252	230	231	270	268	264	328	342	309	128	123	133	102				
Hill Park	328	358	326	298	235	244	241	187	259	271	223	261	287	256	307	245	82	97	92	82	21	23	18	25
Scott Park	286	292	321	311	235	197	218	201	198	268	283	262	265	218	220	170	63	57	63	49				
Sherwood	282	230	227	231	197	188	184	230	259	310	453	402	214	298	241	229	111	69	91	67	15	13	5	4
Sir Allan MacNab	236	307	307	268	270	233	233	255	247	274	286	311	301	326	336	311	155	194	151	144				
Sir John A. Macdonald	352	371	354	372	266	254	273	252	326	382	367	309	336	322	312	296	136	121	102	88				
Sir Winston Churchill	218	247	275	261	211	205	176	191	227	230	251	239	209	229	207	179	42	58	41	57	32	31	32	18
Westdale	363	317	324	295	267	265	246	259	318	375	376	349	271	313	319	270	170	163	150	179	16	17	10	16
Westmount	277	204	217	250	138	159	161	170	164	165	164	199	145	160	157	167	109	63	70	72				
Total - Composite	**3224**	**3212**	**3318**	**3220**	**2553**	**2482**	**2410**	**2453**	**2752**	**3055**	**3211**	**3120**	**2880**	**3036**	**2940**	**2630**	**1190**	**1132**	**1070**	**971**	**84**	**84**	**65**	**63**
Georges P. Vanier	132	138	112	127	118	100	80	81	83	78	91	75	98	114	99	97	49	35	19	20				
Total - including Vanier	**3356**	**3350**	**3430**	**3347**	**2671**	**2582**	**2490**	**2534**	**2835**	**3133**	**3302**	**3195**	**2978**	**3150**	**3039**	**2727**	**1239**	**1167**	**1089**	**991**	**84**	**84**	**65**	**63**
Ainslie Wood	88	105	132	151	60	77	58	75	38	33	57	70	43	52	63	51								
Caledon	65	63	77	71	42	49	34	42	38	38	53	55	46	39	31	32								
Crestwood	88	108	104	118	39	58	56	57	45	36	34	45	29	46	42	31								
Parkview	123	156	164	163	62	70	75	96	44	49	63	78	59	55	56	54								
Total - Vocational	**364**	**432**	**477**	**503**	**203**	**254**	**223**	**270**	**165**	**156**	**207**	**248**	**177**	**192**	**192**	**168**								
Total - All Comp. & Voc	**3720**	**3782**	**3907**	**3850**	**2874**	**2836**	**2713**	**2804**	**3000**	**3289**	**3509**	**3443**	**3155**	**3342**	**3231**	**2895**	**1239**	**1167**	**1089**	**991**	**84**	**84**	**65**	**63**

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

LOWER CITY	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL
# OF CLASSES	72	77	68	67	58	53	55	48	50	46	55	649
TOTAL ENROLMENT	1,415	1,688	1,508	1,570	1,430	1,365	1,363	1,316	1,358	1,197	458	14,668
AVERAGE CLASS SIZE	19.65	21.92	22.17	23.43	24.65	25.75	24.78	27.41	27.16	26.02	8.32	22.60
MOUNTAIN												
# OF CLASSES	60	57	56	47	53	45	46	44	42	41	42	533
TOTAL ENROLMENT	1,169	1,228	1,292	1,129	1,348	1,184	1,235	1,229	1,178	1,142	324	12,458
AVERAGE CLASS SIZE	19.48	21.54	23.07	24.02	25.43	26.31	26.84	27.93	28.04	27.35	7.71	23.37
CITY TOTAL EXCL OF S.E.												
# OF CLASSES	132	134	124	114	111	98	101	92	92	87	97	1,182
TOTAL ENROLMENT	2,584	2,916	2,800	2,699	2,778	2,549	2,598	2,545	2,536	2,339	782	27,126
AVERAGE CLASS SIZE	19.57	21.76	22.58	23.67	25.02	26.01	25.72	27.66	27.56	26.88	8.06	22.94
COMPENSATORY EDUCATION												
# OF CLASSES	32	33	31	29	24	20	24	19	18	15	28	273
TOTAL ENROLMENT	644	720	651	628	577	490	557	475	489	377	254	5,862
AVERAGE CLASS SIZE	20.12	21.81	21.00	21.65	24.04	24.50	23.20	25.00	27.16	25.13	9.07	21.47
*CITY TOTAL EXCL OF C.E.												
# OF CLASSES	100	101	93	85	87	78	77	73	74	72	69	909
TOTAL ENROLMENT	1,940	2,196	2,149	2,071	2,201	2,059	2,041	2,070	2,047	1,962	528	21,264
AVERAGE CLASS SIZE	19.40	21.74	23.10	24.36	25.29	26.39	26.50	28.35	27.66	27.25	7.65	23.39
FRENCH IMMERSION												
# OF CLASSES		10	9	6	8	5	7	5	5	6		51
TOTAL ENROLMENT		208	198	143	195	126	185	145	151	146		1,497
AVERAGE CLASS SIZE		20.80	22.00	23.83	24.37	25.20	26.42	29.00	30.20	24.33		24.54

* Note: Excl of C. E. means exclusive of Compensatory Education Schools

AVERAGE CLASS SIZE SUMMARY

DIVISION	AVERAGE CLASS SIZE	COLLECTIVE AGREEMENT
PRIMARY	23.71	25.82
PRIMARY COMPED	22.0	23.26
JUNIOR	26.43	27.28
JUNIOR COMPED	24.1	24.55
INTERMEDIATE	27.23	28.69
INTERMEDIATE COMPED	26.24	25.82

*** LOWER CITY TOTALS

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SCHOOL	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL
A.C.E.S.										27		27
A.M. CUNNINGHAM SCHOOL	43	38	44	43	54	56	54				8	340
ADELAIDE HOODLESS	34	54	45	50	52	32	58	53	50	59		487
ALLENBY SCHOOL	16	20	25	22	8	24					8	123
BENNETTO SCHOOL								109	116	82		307
CENTENNIAL SCHOOL	72	70	87	68	77	49	77				15	515
CENTRAL SCHOOL	20	28	25	22	25		28					148
DALEWOOD SCHOOL								133	118	97	8	356
DR. J. E. DAVEY SCHOOL	41	64	26	46	49	25	27				12	290
EARL KITCHENER SCHOOL	43	89	74	69	73	76	54				6	484
ELIZABETH BAGSHAW SCHOOL								122	130	103		355
FAIRFIELD SCHOOL	31	34	24	48	26	57					11	231
GEORGE R. ALLAN SCHOOL	45	76	55	108	58	86	87					515
GIBSON SCHOOL	39	48	49	21	42	23	20				18	260
GLEN BRAE SCHOOL								93	93	94		280
GLEN ECHO SCHOOL	19	39	47	28	21	28	61				5	248
HESS STREET SCHOOL	78	40	64	47	44	47	48	25			9	402
HILLCREST SCHOOL								110	105	100	8	323
HILLSDALE SCHOOL	37	42	23	22	52	26	48				8	258
KING GEORGE SCHOOL	41	22	22	43	25	27	25	28			8	241
LAKE AVENUE SCHOOL	59	65	66	68	55	47	62	58	68	58	18	624
LLOYD GEORGE SCHOOL	41	41	45	22	26	26	23				15	239
MEMORIAL SCHOOL	62	51	60	58	81	55	49	79	83	68	16	662
PARKDALE SCHOOL	37	41	24	47	25	26	24				8	232
PRINCE OF WALES SCHOOL	44	48	41	59	23	49	51	55	108	74	29	581
PRINCE PHILIP SCHOOL	37	41	24	49	27	47	24				16	265
QUEEN MARY SCHOOL	44	73	64	48	51	47	48	54	55	48	47	579
QUEEN VICTORIA SCHOOL	29	47	19	22	50	19	25				16	227
RED HILL SCHOOL	41	35	24	49	23	48	25				8	253
ROBERT LAND SCHOOL	44	35	43	47	22	23	47				18	279
ROSEDALE SCHOOL	40	48	45	23	26	58						240
ROXBOROUGH PARK SCHOOL	43	58	63	53	52	52	34					355
RYERSON SCHOOL								94	164	148		406
SANFORD AVE SCHOOL	43	67	56	43	63	24	62				19	377
SIR ISAAC BROCK SCHOOL	36	49	41	49	23	58	29				8	293
STINSON STREET SCHOOL	40	71	44	62	26	46	23				8	320
STRATHCONA SCHOOL	22	27	25	25	27	27	28	25			8	214
TWEEDSMUIR SCHOOL								94	105	73	32	304
VISCOUNT MONTGOMERY	22	22	23	23	47		48	65	47	63	21	381
W.H. BALLARD SCHOOL	54	73	54	55	54	52	73	119	116	103		753
SIR WILFRID LAURIER	79	88	93	75	96	53	74				44	602
WOODWARD SCHOOL	39	44	44	56	27	52	27				3	292
TOTAL ENROLMENT	1,415	1,688	1,508	1,570	1,430	1,365	1,363	1,316	1,358	1,197	458	14,663
# OF CLASSES	72	77	68	67	58	53	55	48	50	45	55	
AVERAGE CLASS SIZE	19.65	21.92	22.17	23.43	24.65	25.75	24.78	27.41	27.16	26.02	8.32	

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*** MOUNTAIN TOTALS

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SCHOOL	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL
BUCHANAN PARK SCHOOL	29	40	27	26	52	27	29				9	239
BURKHOLDER DRIVE SCHOOL								135	117	113		370
CARDINAL HEIGHTS SCHOOL								134	153	129	16	432
C.B. STIRLING SCHOOL	43	45	61	50	50	57	53	66	53	37	24	539
CHEDOKE SCHOOL								175	148	163	10	496
EASTMOUNT PARK SCHOOL	44	45	27	51	29	30	29				27	282
FERNWOOD PARK SCHOOL	33	37	26	29	32	31	50					233
FRANKLIN ROAD SCHOOL	36	41	64	42	44	51	54				18	350
G.L. ARMSTRONG SCHOOL	43	46	42	50	54	26	27	115	119	114		537
GORDON PRICE SCHOOL	56	63	64	44	75	63	33				6	404
HAMPTON HEIGHTS SCHOOL								125	109	100		334
HELEN DETWILER SCHOOL	85	78	100	75	85	72	60				6	561
HIGHVIEW SCHOOL								96	100	90	8	294
HOLBROOK SCHOOL	24	39	20	42	25	49	24				12	235
HUNTINGTON PARK SCHOOL	44	50	51	25	75	50	51				19	365
JAMES MACDONALD SCHOOL	45	20	25	51	27	32	33				16	249
LAWFIELD								124	124	128		376
LINCOLN M. ALEXANDER	42	50	52	47	52	75	53					371
LINDEN PARK SCHOOL	38	26	30	29	29	30	24				13	219
LISGAR SCHOOL	40	39	40	48	51	26	55				12	311
MOUNTVIEW SCHOOL	43	50	47	47	25	30	57				6	305
NORWOOD PARK SCHOOL		53	49	27	52	26	65	59	57	59		447
PAULINE JOHNSON SCHOOL	65	53	44	46	69	51	55				16	399
PEACE MEMORIAL SCHOOL	42	48	42	29	51	52	32				8	304
QUEENSDALE SCHOOL	33	43	41	25	24	52	26				16	260
R.A. RIDDELL SCHOOL	39	50	50	44	66	75	56	88	76	89	11	644
RICHARD BEASLEY SCHOOL	44	47	46	41	26	46	54				8	312
RIDGEMOUNT SCHOOL	41	38	49	53	50	53	29				6	319
RYCKMAN'S CORNERS SCHOOL	18	17	26		27		31				8	127
SENECA SCHOOL	38	25	22	19	45		55				30	234
SHERWOOD HEIGHTS SCHOOL	58	45	69	23	52	26	29				10	312
THORNBRAE SCHOOL	62	47	63	65	77	56	53					423
VERN AMES SCHOOL	40	44	46	51	54	26	57					318
WESTVIEW SCHOOL								111	122	115		348
WESTWOOD SCHOOL	44	49	69	50	50	72	61				9	404
TOTAL ENROLMENT	1,169	1,228	1,292	1,129	1,343	1,184	1,235	1,229	1,178	1,142	324	12,458
# OF CLASSES	60	57	56	47	53	45	46	44	42	41	42	
AVERAGE CLASS SIZE	19.48	21.54	23.07	24.02	25.43	26.31	26.84	27.93	28.04	27.85	7.71	

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*** COMPENSATORY EDUCATION

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SCHOOL	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL
BENNETTO SCHOOL								109	116	82		307
CENTENNIAL SCHOOL	72	70	87	68	77	49	77				15	515
DR. J. E. DAVEY SCHOOL	41	64	26	46	49	25	27				12	290
GIBSON SCHOOL	39	48	49	21	42	23	20				18	260
HESS STREET SCHOOL	78	40	64	47	44	47	48	25			9	402
HILLCREST SCHOOL								110	105	100	8	323
HILLSDALE SCHOOL	37	42	23	22	52	26	48				8	258
KING GEORGE SCHOOL	41	22	22	43	25	27	25	28			8	241
LLOYD GEORGE SCHOOL	41	41	45	22	26	26	23				15	239
PARKDALE SCHOOL	37	41	24	47	25	26	24				8	232
PRINCE OF WALES SCHOOL	44	48	41	59	23	49	51	55	108	74	29	581
QUEEN MARY SCHOOL	44	73	64	48	51	47	48	54	55	48	47	579
ROBERT LAND SCHOOL	44	35	43	47	22	23	47				18	279
ROXBOROUGH PARK SCHOOL	43	58	63	53	52	52	34					355
SANFORD AVE SCHOOL	43	67	56	43	63	24	62				19	377
STINSON STREET SCHOOL	40	71	44	62	26	46	23				8	320
TWEEDSMUIR SCHOOL								94	105	73	32	304
TOTAL ENROLMENT	644	720	651	628	577	490	557	475	489	377	254	5,862
# OF CLASSES	32	33	31	29	24	20	24	19	18	15	28	
AVERAGE CLASS SIZE	20.12	21.81	21.00	21.65	24.04	24.50	23.20	25.00	27.16	25.13	9.07	

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*** FRENCH IMMERSION

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SCHOOL	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL
A.M. CUNNINGHAM SCHOOL		17	21	22	26		25					111
DALEWOOD SCHOOL								28	29	20		77
EARL KITCHENER SCHOOL		53	49	44	24	51	25					246
GEORGE R. ALLAN SCHOOL		28	24	50	29	25	29					185
GLEN BRAE SCHOOL								27	35	29		91
GLEN ECHO SCHOOL		17	19		21		28					85
NORWOOD PARK SCHOOL		53	49	27	52	26	65	59	57	59		447
PEACE MEMORIAL SCHOOL		17	19		26	24						56
RYERSON SCHOOL								31	30	38		99
SANFORD AVE SCHOOL		23	17		17		13					70
TOTAL ENROLMENT		208	198	143	195	126	185	145	151	146		1,497
# OF CLASSES		10	9	6	8	5	7	5	5	6		
AVERAGE CLASS SIZE		20.80	22.00	23.83	24.37	25.20	26.42	29.00	30.20	24.33		

ELEMENTARY SCHOOL AVERAGE CLASS SIZE
DATA AS OF SEPTEMBER 30, EACH YEAR

YEAR	JR KGN	KGN	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	GLD	GFTD	GRADES 1 - 8
1973-74	17.6	21.8	24.2	28.5	28.9	29.9	30.3	31.0	30.6	29.3	7.0	12.9		29.06
1974-75	18.3	22.7	24.0	28.1	28.5	29.4	30.0	30.1	30.8	29.3	7.1	12.5		28.54
1975-76	18.7	20.9	23.7	26.5	27.5	28.3	28.5	30.1	29.3	29.1	7.3	12.3		27.76
1976-77	17.9	20.5	23.6	26.6	28.1	28.8	28.7	29.6	28.5	28.4	7.7	12.5		27.61
1977-78	18.2	20.9	23.7	26.8	27.8	28.3	28.6	28.1	28.7	28.7	7.3	12.7		27.47
1978-79	18.4	20.0	23.7	26.7	27.8	29.4	29.1	29.4	28.5	27.8	7.1	12.4		27.58
1979-80	18.5	20.2	23.9	26.8	27.7	28.6	29.0	29.0	28.6	27.2	7.3	11.9		27.44
1980-81	18.9	21.0	24.4	26.4	28.3	28.5	29.7	30.1	28.2	27.2	7.3	11.9		27.67
1981-82	18.4	19.7	23.9	26.5	27.3	28.7	29.4	29.6	28.2	27.7	7.2	11.7		27.51
1982-83	18.5	20.2	24.3	26.5	27.1	29.0	30.2	29.1	27.5	28.6	7.4	11.1		27.58
1983-84	17.8	19.8	23.8	25.8	27.0	27.3	27.8	28.9	28.4	27.5	7.5	9.8	19.8	26.87
1984-85	18.0	19.2	24.0	25.6	27.2	27.9	28.7	28.3	27.7	28.4	7.6	9.0	19.8	27.00
1985-86	18.0	19.7	24.2	25.4	26.6	28.0	28.5	27.1	28.3	26.3	7.1	9.5	17.9	26.62
1986-87	18.2	20.6	24.0	25.5	26.7	27.4	28.4	27.9	28.6	26.3	7.8	9.8	17.1	26.67
1987-88	17.5	20.6	24.2	25.2	26.0	26.7	27.2	26.8	27.0	28.0	7.5	9.8	16.9	26.20
1988-89	17.9	19.3	23.6	24.6	25.3	26.3	26.8	25.4	27.1	26.1	7.4	8.2	18.4	25.45
1989-90	17.6	19.2	21.9	22.8	24.0	25.1	26.0	25.0	25.8	24.1	7.1	8.2	19.2	24.11
1990-91	17.9	19.4	21.8	22.9	23.9	24.6	25.9	24.8	25.2	25.4	7.2	8.8	20.5	24.08
1991-92	17.4	20.0	22.1	23.3	23.7	24.6	25.7	25.2	24.5	25.8	7.5	10.4	19.1	24.15
1992-93	18.7	19.7	22.6	23.2	24.0	25.4	25.6	25.4	25.2	25.1	7.4	11.2	20.2	24.39
1993-94	19.1	20.6	23.1	23.7	24.5	25.3	26.0	26.0	25.9	25.9	7.4	12.0	18.9	24.90
1994-95	19.8	21.8	22.6	23.7	25.0	26.0	25.7	27.7	27.7	26.9	7.9	12.5	18.0	25.45
FIVE YEAR RUNNING AVERAGE														
	18.6	20.3	22.4	23.3	24.2	25.2	25.8	25.8	25.7	26.2	7.3	10.1	19.6	24.3

Research Services Department
Hamilton Board of Education
November 1994

NUMBER OF SPLIT GRADE CLASSES (A TEN YEAR REVIEW)
DATA AS OF SEPTEMBER 30, EACH YEAR

TYPE OF CLASS	NUMBER OF CLASSES BY YEAR 1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994 -95
GR 1	90	93	95	95	102	112	115	112	109	95	105
GR 1/2	44	41	42	46	42	47	39	45	39	49	40
GR 2	52	57	55	55	66	74	83	76	85	76	72
GR 2/3	41	37	42	39	43	40	35	47	42	40	47
GR 3	50	47	49	54	58	68	68	67	70	74	67
GR 3/4	38	37	32	35	35	35	41	35	34	34	35
GR 4	44	45	47	44	47	53	61	60	57	61	58
GR 4/5	33	37	35	41	44	41	38	44	52	41	52
GR 5	58	56	57	58	57	63	66	71	63	72	71
GR 5/6	5	6	6	5	5	6	7	2	2	3	4
GR 6	79	80	78	81	84	84	85	90	92	91	91
GR 6/7	8	2	3	2	1	3	1	1	1	1	0
GR 7	76	77	72	79	78	81	83	87	85	89	91
GR 7/8	3	7	5	6	4	4	7	3	1	3	2
GR 8	80	78	78	71	76	79	77	76	80	81	86
TOTAL CLASSES	701	700	696	711	742	790	806	816	812	810	821
SPLIT G TOTAL	172	167	165	174	174	176	168	177	171	171	180
% SPLIT CLASSES	24.54%	23.86%	23.71%	24.47%	23.45%	22.28%	20.84%	21.69%	21.06%	21.11%	21.92%

Research Services Department
Hamilton Board of Education
November 1994

SR95

CITY WIDE CLASS SUMMARY

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SIZE	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL	SIZE
1	1						1	1		1		4	1
2	1	1									2	4	2
3											2	2	3
4			1								5	6	4
5											4	4	5
6											9	9	6
7											5	5	7
8					1			1			43	45	8
9											5	5	9
10											12	12	10
11											2	2	11
12	1	1									1	3	12
13	2	1					1				2	6	13
14	2	1							1	1	2	7	14
15	2	2					1		1		2	8	15
16	7	2		1			2				1	13	16
17	5	11	1	2	1					1		21	17
18	9	10	1	1			1					22	18
19	18	3	9	3		1	2		1	2		39	19
20	23	10	15	6	2	1	2		1	2		62	20
21	25	16	10	11	2			1	2	1		68	21
22	31	16	25	11	10	2	3	3	1	2		104	22
23	3	14	16	18	8	12	7	4	8	5		95	23
24	2	14	17	17	11	11	11	6	7	5		101	24
25		10	15	20	27	16	14	10	10	5		127	25
26		8	7	8	20	19	10	4	5	9		90	26
27		6	4	5	14	11	10	14	7	8		79	27
28		7	1	4	8	8	8	10	7	11		64	28
29		1		6	6	7	12	9	10	9		60	29
30			1	1		4	4	5	11	8		34	30
31			1			3	6	7	5	5		27	31
32					1	3	1	4	3	8		20	32
33							3	8	3	1		15	33
34							1	2	3	2		8	34
35								2	3	1		6	35
36								1	1			2	36
37								1	2			3	37
38													38
39													39
40													40
T.CLSS	132	134	124	114	111	98	100	93	92	87	97	1,182	
T.PPLS	2,584	2,918	2,800	2,699	2,778	2,550	2,571	2,575	2,536	2,341	782	27,134	
A.C.S.	19.57	21.77	22.58	23.67	25.02	26.02	25.71	27.68	27.56	26.90	8.06		

SR95

COMP EDUC CLASS SUMMARY

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SIZE	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL	SIZE
1								1				1	1
2											1	1	2
3													3
4			1								1	2	4
5											2	2	5
6													6
7											3	3	7
8											10	10	8
9											2	2	9
10											2	2	10
11													11
12											1	1	12
13							1				1	2	13
14											2	2	14
15	1								1		2	4	15
16	1			1			1				1	4	16
17	1	2	1	1	1							6	17
18	3	2	1	1			1					8	18
19	3	3	2	1					1			10	19
20	7	3	6	3	1		1					21	20
21	8	5	2	6								21	21
22	7	6	10	4	4	1	1	1		1		35	22
23		2	3	5	4	5	5	1		1		26	23
24	1	4	3	6	1	5	4	2	1	5		32	24
25		2	1		5	2	5	2	1	2		20	25
26		2	1	1	5	6	3	1	2	3		24	26
27		2			3	1	1	6	3	2		18	27
28								4	3			7	28
29								2	2			4	29
30									2	1		3	30
31													31
32													32
33													33
34									1			1	34
35													35
36													36
37									1			1	37
38													38
39													39
40													40
T.CLSS	32	33	31	29	24	20	23	20	18	15	28	273	
T.PPLS	645	722	651	629	577	490	530	502	489	377	254	5,866	
A.C.S.	20.15	21.87	21.00	21.68	24.04	24.50	23.04	25.10	27.16	25.13	9.07		

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FRENCH IMMR CLASS SUMMARY

THE BOARD OF EDUCATION FOR THE CITY OF HAMILTON
ELEMENTARY SCHOOL ENROLMENTS AS OF SEP 30, 1994

SIZE	JK	SK	GR 1	GR 2	GR 3	GR 4	GR 5	GR 6	GR 7	GR 8	SP ED	TOTAL	SIZE
1													1
2													2
3													3
4													4
5													5
6													6
7													7
8													8
9													9
10													10
11													11
12													12
13							1					1	13
14													14
15													15
16													16
17		4	1		1							6	17
18		2										2	18
19			2							2		4	19
20				1						1		2	20
21			1		1							2	21
22				1								1	22
23		1										1	23
24			3	2	1	2						8	24
25			2		1	1	2					6	25
26		1		1	2	1						5	26
27		1		1	1	1		1				5	27
28		1					1	1	1			4	28
29					1		1	1	2	2		7	29
30								1	1	1		3	30
31							1	1				2	31
32													32
33													33
34							1					1	34
35									1			1	35
36													36
37													37
38													38
39													39
40													40
T.CLSS		10	9	6	8	5	7	5	5	6		61	
T.PPLS		208	198	143	195	126	185	145	151	146		1,497	
A.C.S.		20.80	22.00	23.83	24.37	25.20	26.42	29.00	30.20	24.33			

APPENDIX 6 A

COMPOSITE SECONDARY CLASS SIZE SUMMARY

SEPTEMBER 30, 1994

CHART A

SUMMARY OF AVERAGE CLASS SIZES BY SUBJECT AND LEVEL

SUBJECT	BASIC LEVEL	GENERAL LEVEL	ADVANCED LEVEL	DESTREAMED LEVEL	ALL LEVELS COMBINED
Visual Arts	10.5	23.0	20.3	23.4	22.4
Business	-	23.0	21.8	23.7	22.9
Data	17.0	–	–	–	17.0
English	14.7	23.2	24.7	23.3	23.8
Family Studies	–	24.4	24.7	21.1	23.7
Geography	–	23.5	24.0	24.0	23.9
History	24.0	22.2	24.8	24.4	24.3
Language	–	15.7	20.7	23.7	22.0
Mathematics	15.9	23.0	23.4	23.5	23.1
Music	–	18.9	21.9	20.0	20.3
Girls P.H. E.	–	22.2	19.5	22.1	21.6
Boys P.H.E.	–	22.8	22.7	25.4	23.4
Science	15.3	22.9	23.4	24.2	23.3
Technical	–	18.8	17.2	20.8	18.8
Overall Average	15.4	21.9	23.1	23.4	22.7
G. P. Vanier	7.5	21.0	22.4	22.6	21.9

CHART B

OVERVIEW OF DISTRIBUTION OF CLASS SIZES

	NUMBER OF CLASSES				
CLASS SIZE RANGE	BASIC	GENERAL	ADVANCED	DESTREAMED	ALL LEVELS COMBINED
10 OR LESS	7	33	38	14	92
11 - 20	25	435	393	212	1065
21 - 25	5	459	424	504	1392
26 - 30	–	298	439	290	1027
31 - 35	–	44	85	28	157
36 TO 40	–	4	9	5	18
TOTAL	37	1273	1388	1053	3751

APPENDIX 6 B

VOCATIONAL SECONDARY CLASS SIZE SUMMARY

SEPTEMBER 30, 1994

CHART A

SUMMARY OF AVERAGE CLASS SIZES BY SUBJECT AND LEVEL

The following summary is for Semester 1 only

SUBJECT	BASIC LEVEL	GENERAL LEVEL	ADVANCED LEVEL	DESTREAMED LEVEL	ALL LEVELS COMBINED
Visual Arts	18.5	–	–	16.0	17.3
Business	15.0	18.0	–	15.6	15.6
Data	16.7	–	–	–	16.7
English	17.0	17.7	–	16.3	16.9
Family Studies	17.3	–	–	19.4	18.4
Geography	–	–	–	15.0	15.0
History	17.2	–	–	12.0	15.9
Language	–	–	–	18.7	18.7
Mathematics	20.7	15.0	–	16.8	18.6
Music	–	–	–	–	–
Girls P.H. E.	18.0	–	–	15.0	16.5
Boys P.H.E.	21.2	–	–	15.7	19.1
Science	19.0	–	–	17.0	17.7
Technical	16.1	14.1	–	14.4	15.4
Overall Average	17.1	15.0	–	15.9	16.5

CHART B

OVERVIEW OF DISTRIBUTION OF CLASS SIZES

	NUMBER OF CLASSES				
CLASS SIZE RANGE	BASIC	GENERAL	ADVANCED	DESTREAMED	ALL LEVELS COMBINED
10 OR LESS	2	3	–	3	8
11 - 20	77	12	–	47	136
21 - 25	10	2	–	3	15
26 - 30	2	–	–	1	3
31 - 35	–	–	–	–	–
36 TO 40	–	–	–	–	–
TOTAL	91	17	–	54	162

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JAN 31 1995

GOVERNMENT DOCUMENTS

AGENDA

SPECIAL MEETING OF THE

PERSONNEL & ORGANIZATION COMMITTEE

1994 12 15

ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Superintendent of Human Resources

Special Personnel and Organization Meeting

Education Centre
100 Main Street West
Hamilton, Ontario
1994 12 15

To The Chairman and Members
Personnel and Organization Committee
Hamilton Board of Education

Ladies and Gentlemen:

ELEMENTARY/SECONDARY

I have the honour to present the following recommendations for your approval:

2. *PERMANENT STAFF APPOINTMENTS*

(a) That the following teachers be rehired and appointed to the Permanent Staff, effective 1995 01 04, with salary according to the salary schedule:

Bruce Adams (E)
Kawong Chung-Shipman (E)
Nancy Hill (E)
Marlo Moore (E) (.5)

(Replacements)

6. *RETIREMENTS*

(a) That the effective date of the retirement of John Luby (S), be changed to 1995 01 31.

8. *LEAVES*

Return from Leave of Absence

(a) That Catherine Van Oene (E) be returned from her Leave of Absence and assigned teaching duties, effective 1995 01 04, with salary according to the salary schedule.

Respectfully submitted,

Richard W. Binns,
Superintendent of Human Resources

kd



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